



U.S. ARMY CORPS OF ENGINEERS

FY01 MILITARY CUSTOMER SATISFACTION SURVEY

CORPORATE REPORT

Prepared by US Army Engineer District, Mobile
26 September 2002

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USACE Organization Symbols

| Division | Div Name | District | Dist Name |
|----------|------------------------|----------|---------------|
| LRD | Great Lakes/Ohio River | LRB | Buffalo |
| | | LRC | Chicago |
| | | LRE | Detroit |
| | | LRH | Huntington |
| | | LRL | Louisville |
| | | LRN | Nashville |
| | | LRP | Pittsburgh |
| MVD | Mississippi Valley | MVM | Memphis |
| | | MVN | New Orleans |
| | | MVR | Rock Island |
| | | MVS | St Louis |
| | | MVP | St Paul |
| | | MVK | Vicksburg |
| NAD | North Atlantic | NAB | Baltimore |
| | | NAN | New York |
| | | NAO | Norfolk |
| | | NAP | Philadelphia |
| | | NAE | New England |
| | | NAU | Europe |
| NWD | North West | NWK | Kansas City |
| | | NWO | Omaha |
| | | NWP | Portland |
| | | NWS | Seattle |
| | | NWW | Walla Walla |
| POD | Pacific Ocean | POA | Alaska |
| | | POF | Far East |
| | | POH | Honolulu |
| | | POJ | Japan |
| SAD | South Atlantic | SAC | Charleston |
| | | SAJ | Jacksonville |
| | | SAM | Mobile |
| | | SAS | Savannah |
| | | SAW | Wilmington |
| SPD | South Pacific | SPA | Albuquerque |
| | | SPL | Los Angeles |
| | | SPK | Sacramento |
| | | SPN | San Francisco |
| SWD | South West | SWF | Fort Worth |
| | | SWG | Galveston |
| | | SWL | Little Rock |
| | | SWT | Tulsa |
| HQ | HeadQuarters | | |

EXECUTIVE SUMMARY

The seventh Annual Military Customer Satisfaction Survey has been completed. The objective of this report is to present a corporate analysis of FY01 customer satisfaction ratings and the 7-year trends in customer ratings since the survey began in 1995. A total of 523 customers participated in the FY01 survey. USACE customers may be categorized by their organization: Army, Air Force, and Other that includes Other DoD agencies and SFO¹ customers. The 'Other DoD' category includes the following customers: AF/Army Reserve, Army National Guard, BRAC, FORSCOM, SOUTHCOM, USMILGP's, NAS Colombia, HQ Marine Corps and US Navy, etc. SFO customers include organizations such as EPA, USGS, FBI, DOE, BOP, etc.

Army customers comprise the largest proportion of the FY01 sample at 43.2 percent followed by Air Force (39.2%) and 'Other' (17.6%). Air Force customers were classified into four categories: ACC, AFMC, AMC and 'Other'. Army customers were classified as FORSCOM, AMC, TRADOC and 'Other'. The vast majority fell into the 'Other AF' (27%) and 'Other Army' (18.7%) category. The 'Other AF' category included agencies such as AF Reserve, PACF, AFCEE. Most 'Other AF' customers did not write in their customer agency after selecting the 'Other' category. 'Other Army' included Army Reserve, MEDCOM and Army National Guard.

Customers were asked to identify the primary category of service they received from the Corps organization they rated. Over half of USACE customers rated construction services; nineteen percent rated environmental services. Customers that checked the other area of services typically wrote in a combination of the listed service areas. Most of these customers (20 %) specified 'Design & Construction'.

There are currently 22 Districts serving military customers. These districts work within nine Corps Divisions/Centers. (Huntsville, U.S. Engineering and Support Center does an independent customer survey). The greatest proportion of responses was received from customers served by Northwest Division at 31.0 percent followed by Pacific Ocean Division at 17.6% and SAD at 17.2%. Seattle and Omaha had the greatest number of valid responses (84 and 68 customers respectively).

The survey consists of two customer feedback sections. The first section contains customer demographic information (name, installation, agency and primary category of services received). Section two contains 32 satisfaction questions. For each service rated, customers were also asked to rate the level of importance of the particular service. Questions 1-11 are of a general nature whereas items 12-32 assess specific services and their level of importance.

USACE customers are generally satisfied with products and services provided by the Corps of Engineers. All but one general satisfaction item received a median score of '4' ('High'). Item 3: 'Treats Customer as a Team Member' had a median score of '5' ('Very High'). The majority of responses (55 percent or more) were positive for all eleven general performance questions. The three most highly rated items in this year's survey were 'Treats You as a Team Member' rated positively by 85.6 percent of respondents; 'Seeks Your Requirements' (80.7%) and 'Displays Flexibility' rated

¹ Support for Others: Non-DoD & 100% reimbursable services.

high by 79.8 percent. The three indices that elicited the greatest number of negative ratings were; 'Reasonable Cost' rated at 14.3 percent; and 'Provides Timely Services' at 10.9% and 'Would be Your Choice for Future Projects' at 10.4 percent.

Two of the more critical items in the survey as 'bottom line' indicators of customer satisfaction are Items 10: 'Would be Your Choice for Future Projects/Services' and Item 11: 'Your Overall Level of Customer Satisfaction'. With respect to Item 10, 73.7 percent of customers in the sample indicated the Corps would be their choice in the future. Conversely, a total of 10.4 % responded USACE would NOT be their choice for future projects and 15.9% were non-committal. For customers' overall level of satisfaction (Item 11), 77.0% responded positively, 8.2% negatively and 14.8% fell in the mid-range category.

The overall tenor of customers' opinions of the specific services items (Items 12-32) was approximately the same as the general satisfaction items. A large number of customers left one or more items blank in this section. The average percentage of non-response was 51 percent of the sample. The proportion of the sample who did not rate a specific service ranged from as low as 19.3 percent on Item 18: 'Project Management Services' to a high of 89.3 percent on Item 30: 'Privatization Support'. Due to the very low response rate on this item and Items 16 (BRAC) and Item 31: 'IS Checkbook Services', these items will not be included in the following comparisons among specific services.

All specific services items received median scores of '4' (high). Negative responses or those falling in the 'Very Low' to 'Low' categories comprised no more than 16.4 percent of total responses for all questions. The proportion of high ratings for the specific services items (excluding 'BRAC', 'Privatization Support' & 'IS Checkbook Services'), ranged from 60.3 percent to 77.3 percent. The top three most highly rated items were 'Environmental Compliance (77.3% high ratings), 'PM Forward Services (77.2%) and 'Project Documentation' (76.9%). The specific services that received the lowest ratings were Item 25: 'Timely Construction' rated low by 16.4 percent of respondents, 'Construction Turnover' (13.8%) and 'Warranty Support' at 12.3% low ratings.

Customers were also asked to rate the importance of each General Satisfaction and Specific Services item. Almost all items received a 'Very High' importance score. Due to the limited variability of responses on the importance scores, these questions produce very little useful additional information that is not available in the analysis of the satisfaction ratings items. It is suggested they be considered for exclusion in future surveys.

This report presents several comparative analyses customer subgroups for FY01 and historically. Customer ratings by agency were compared (AF vs. Army vs. Other). For FY01, ratings provided by Other Customers were statistically significantly higher than AF, Army or both for Quality Product, Reasonable Cost, Engineering Design, Construction Quality Timely Construction and Construction Turnover. Additionally, the seven-year trends in customer ratings by Air Force vs. Army vs. Other are presented.

Results show that in general, there has been a gradual upward trend at least over the first three years of the survey for both customer groups. For almost every indicator, customer satisfaction has improved since 1995. Although the upward trend continues through FY01 for Army customers, for Air Force customers the

upward trend either stabilizes or begins to move downward slightly. However, it is important to note that for most satisfaction indices, the mean scores for Air Force are higher than Army during the earlier years of the survey administration. That is, there was greater room for improvement in Army ratings than Air Force customer ratings. And the apparent stabilization or fall in AF ratings has been sustained for the recent previous three-year period. This may well be an important leading indicator, but the trend must be monitored to verify that it is a clear pattern of change in ratings.

Customer ratings by 'Category of Work' were compared for the eleven general satisfaction indicators plus 'Project Management' and 'Funds Management'. Category of work included Construction, Environmental, O&M, Other and Real Estate. The Other category comprised primarily combinations of services (e.g. "Design & Construction"). Ratings in the Environmental work category were consistently the highest whereas O&M work was consistently rated the lowest. For all but one satisfaction indicator, the differences among work categories were statistically significant.

Customers were given the opportunity to provide comments or suggestions for improvement of Corps' services. A total of 316 (60.4%) customers submitted comments. Of these, 145 (46%) made favorable comments; 77 (24%) made negative comments, 75 (24%) customers' comments contained mixed information (positive/negative/informational statements) and 23 (7%) respondents' comments were purely informational in nature, neither positive nor negative. The three most frequently cited comments are 'Compliments to individuals/staff' (96 customers), 'Overall good job' (67 customers) and 'Service has improved' (38 customers).

§1. INTRODUCTION

§1.1 BACKGROUND

On 21 November 1994, LTG Williams issued a memorandum to all District and Division components directing them to perform a customer satisfaction survey of all their military and civil works customers as part of the USACE Customer Service Initiative. This initiative supports the Corps' goal of close customer/partner coordination and was in accordance with Executive Order 12826 which required all federal agencies to develop a customer service plan and service standards. Executive Order 12826 (FY95) also required agencies to survey their customers annually for three years to verify the extent to which these standards are being met. HQUSACE has decided to continue the customer survey process beyond the requisite 3-year period for military customers.

HQUSACE is the coordinating office for the Corps' survey. An e-mail memorandum from CEMP-MP to all Major Subordinate Commands, dated 6 March 2002, contained general instructions for administration of the FY01 military customer survey. Corps Districts were to complete administration of their military customer survey by 15 April 2002. Since HQUSACE and a few other Districts had been including Support for Others (SFO) customers in their military customer population, all districts were instructed to also include SFO customers in this year's survey. Each District was required to develop a plan to identify the organizations and individuals to be surveyed, a procedure to inform customers of the purpose and process of the survey, a procedure for analysis and feedback of results to customers, and a way to integrate the survey process with ongoing management activities involving the District and its customers. Districts were instructed to survey installation level customers and Headquarters was to survey their command level equivalents. Individual components were encouraged to perform their own analyses and take action as necessary in response to customer feedback.

§1.2. SURVEY METHODOLOGY

As last year, the survey instrument was posted on the Corps of Engineers Headquarters Programs Management Division Homepage. Each customer was to be sent an e-mail memo announcing the survey and explaining the survey purpose and process. Customers were to be told they would within the week receive an e-mail message containing a URL link that would take them directly to the survey and were given instructions on completing the survey with a requested return date of 15 April. It was quickly discovered that there was a major problem in the DoD communications network due to security measures taken after the Sept 11 incident. The survey web site was relocated to an alternate site. The requested due date was changed to 22 April.

The standardized military customer survey instrument consists of two sections. The first section contains customer demographic information (name, installation, agency, and primary category of services received). Section two contains 32 satisfaction questions in a structured response format in which customer satisfaction is measured on a 5-point Likert scale from 'Very Low' (1) to 'Very High' (5). For each service rated, customers were also asked to rate the level of importance of the particular service. Questions 1-12 are of a general nature whereas items 12-32 assess specific services and their level of importance. There were two changes to the survey instrument. Last year's item 31 'Research and Development' was replaced by 'Installation Support Direct Checkbook services' and a new item 32 was added asking customers to rate 'PM Forward Services.' The final portion of the survey solicits customer comments. A copy of the survey instrument is included as Appendix A.

§2. RESULTS

A total of 523 customers participated in the FY01 survey. It is not possible to calculate the response rate since not all Districts have supplied the total number of customers in their population. USACE customers may be categorized by their organization: Army, Air Force, and Other that includes Other DoD agencies and SFO² customers. The 'Other DoD' category includes the following customers: AF/Army Reserve, Army National Guard, BRAC, FORSCOM, SOUTHCOM, USMILGP's, NAS Colombia, HQ Marine Corps and US Navy, etc. SFO customers include organizations such as EPA, USGS, FBI, DOE, BOP, etc.

Army customers comprise the largest proportion of the FY01 sample at 43.2 percent followed by Air Force (39.2%) and 'Other' (17.6%). Air Force customers were classified into four categories: ACC, AFMC, AMC and 'Other'. Army customers were classified as FORSCOM, AMC, TRADOC and 'Other'. The vast majority fell into the 'Other AF'(27%) and 'Other Army' (18.7%)category. This result suggests the specific Army and AF organizations are not adequately specified in the survey. The addition of organizations such as AF/Army Reserve, AF Space Command, AETC, etc should be added to the list of agency choices for the following FY. The 'Other AF' category included agencies such as AF Reserve, PACF, AFCEE. Most 'Other AF' customers did not write in their customer agency after selecting the 'Other' category. 'Other Army' included Army Reserve, MEDCOM and Army National Guard. The complete list of installations is provided in Appendix B.

There are currently 22 Districts serving military customers. These districts work within nine Corps Divisions/Centers. (Huntsville, U.S. Engineering and Support Center does an independent customer survey). The greatest proportion of responses was received from customers served by Northwest Division at 31.0 percent followed by Pacific Ocean Division at 17.6% and SAD at 17.2%. Seattle and Omaha had the greatest number of valid responses (84 and 68 customers respectively).

Table 1: FY01 Responses by General Customer Agency

| <u>Customer Agency</u> | <u>#</u> | <u>%</u> |
|------------------------|----------|----------|
| Air Force | 205 | 39.2 |
| Army | 226 | 43.2 |
| Other | 92 | 17.6 |
| Total | 523 | 100.0 |

² Support for Others: Non-DoD & 100% reimbursable services.

Table 2: FY01 Specific Customer Organization

| <u>Specific Organization</u> | <u>#</u> | <u>%</u> |
|------------------------------|----------|----------|
| Unknown | 1 | 0.2 |
| Air Force - ACC | 38 | 7.3 |
| Air Force - AFMC | 13 | 2.5 |
| Air Force - AMC | 13 | 2.5 |
| Air Force - Other | 141 | 27.0 |
| Army - AMC | 45 | 8.6 |
| Army - FORSCOM | 56 | 10.7 |
| Army - Other | 98 | 18.7 |
| Army - TRADOC | 27 | 5.2 |
| DoD | 28 | 5.4 |
| EPA | 5 | 1.0 |
| Other | 58 | 11.3 |
| Total | 523 | 100.0 |

Table 2.1: 'Other' Organization

| <u>'Other' Organization</u> | <u>#</u> | <u>%</u> |
|-----------------------------|----------|----------|
| 8th Army Engineer | 1 | 0.5 |
| AETC | 13 | 6.7 |
| AF Real Estate Div | 1 | 0.5 |
| AF Reserve | 2 | 1.0 |
| AF Space Command | 10 | 5.2 |
| AF/SG | 2 | 1.0 |
| AFCEE | 1 | 0.5 |
| AFRC | 6 | 3.1 |
| AFSPC | 3 | 1.6 |
| Air Force Real Estate | 1 | 0.5 |
| Air National Guard | 4 | 2.1 |
| American Ordnance | 1 | 0.5 |
| Architectural Feasibility | 1 | 0.5 |
| Army | 1 | 0.5 |
| Army - USARPAC | 1 | 0.5 |
| Army National Guard | 2 | 1.0 |
| Army Reserve | 2 | 1.0 |
| Army Space Command | 1 | 0.5 |
| ARNG | 1 | 0.5 |
| ATC | 1 | 0.5 |
| CECC | 1 | 0.5 |
| CEHNC-CD-IN | 1 | 0.5 |

| <u>'Other' Organization</u> | <u>#</u> | <u>%</u> |
|------------------------------|----------|----------|
| Community & Family Services | 1 | 0.5 |
| Construction & O&M | 1 | 0.5 |
| CORPS of Engineers | 1 | 0.5 |
| DA Staff | 1 | 0.5 |
| DDESS | 1 | 0.5 |
| DEA | 1 | 0.5 |
| DeCA | 1 | 0.5 |
| Defense Energy Support | 1 | 0.5 |
| Department of Justice | 1 | 0.5 |
| Department of State | 1 | 0.5 |
| Department of Transportation | 1 | 0.5 |
| Dept of Energy | 1 | 0.5 |
| Dept of Public Wks, | 1 | 0.5 |
| DLA | 8 | 4.1 |
| DoD Medical | 1 | 0.5 |
| DoDDS | 1 | 0.5 |
| DoDEA | 1 | 0.5 |
| DOT | 2 | 1.0 |
| Dept of Labor | 1 | 0.5 |
| DPW, 20th SG, Camp C | 1 | 0.5 |
| DTRA | 1 | 0.5 |
| Egyptian Navy | 1 | 0.5 |
| Eielson AFB | 1 | 0.5 |
| FBI | 1 | 0.5 |
| FBIS/USFJ | 1 | 0.5 |
| FOA/ACSIM | 1 | 0.5 |
| Frustrated Army Agency | 1 | 0.5 |
| GAO | 1 | 0.5 |
| Hawaii, DLNR | 1 | 0.5 |
| HQ AETC | 1 | 0.5 |
| HQ AF Recruiting Service | 2 | 1.0 |
| HQ AFCEE | 1 | 0.5 |
| HQ AFRC | 12 | 6.2 |
| HQ PACAF | 2 | 1.0 |
| HQDA | 1 | 0.5 |
| Interior | 1 | 0.5 |
| Joint/Embassy | 1 | 0.5 |
| McGuire AFB | 1 | 0.5 |
| MDW | 6 | 3.1 |
| MEDCOM | 8 | 4.1 |
| Medical | 1 | 0.5 |
| MTMC | 6 | 3.1 |
| NGB | 1 | 0.5 |
| PACAF | 9 | 4.7 |
| Recruiting | 2 | 1.0 |

| <u>'Other' Organization</u> | <u>#</u> | <u>%</u> |
|-----------------------------|----------|----------|
| Reserve | 1 | 0.5 |
| Signal Cmd | 3 | 1.6 |
| SMDC | 1 | 0.5 |
| TACOM | 3 | 1.6 |
| Third US Army | 1 | 0.5 |
| U. S. Government | 1 | 0.5 |
| U.S. Navy | 9 | 4.7 |
| US Army HFPA | 2 | 1.0 |
| US Coast Guard | 1 | 0.5 |
| US Marine Corps | 1 | 0.5 |
| USACE | 1 | 0.5 |
| USACE- Louisville Div | 1 | 0.5 |
| USAF Academy | 1 | 0.5 |
| USAFE | 1 | 0.5 |
| USAR | 1 | 0.5 |
| USARAK | 1 | 0.5 |
| USARJ, USARPAC | 1 | 0.5 |
| USARPAC | 2 | 1.0 |
| USASOC | 2 | 1.0 |
| USCINCPAC J1 | 1 | 0.5 |
| USMA | 1 | 0.5 |
| USMC | 5 | 2.6 |
| USSOUTHCOM | 1 | 0.5 |
| Washington ANG | 1 | 0.5 |
| Total | 192 | 100.0 |

Customers were asked to identify the primary category of service they received from the Corps organization they rated. Over half of USACE customers rated construction services; nineteen percent rated environmental services. Customers that checked the other area of services typically wrote in a combination of the listed service areas. Most of these customers (20 %) specified 'Design & Construction'.

Table 3: FY01 Customers' Primary Service Area

| <u>WORK CATEGORY</u> | <u>#</u> | <u>%</u> |
|----------------------|----------|----------|
| Construction | 277 | 53.0 |
| Environmental | 98 | 18.7 |
| O&M | 26 | 5.0 |
| Other | 89 | 17.0 |
| Real Estate | 33 | 6.3 |
| Total | 523 | 100.0 |

Table 4: FY01 USACE Customers by Corps Division

| <u>Division</u> | <u>#</u> | <u>%</u> |
|-----------------|----------|----------|
| LRD | 19 | 3.6 |
| NAD | 75 | 14.3 |
| NWD | 162 | 31.0 |
| POD | 92 | 17.6 |
| SAD | 90 | 17.2 |
| SPD | 15 | 2.9 |
| SWD | 50 | 9.6 |
| HQ | 5 | 1.0 |
| TAC | 15 | 2.9 |
| Total | 523 | 100.0 |

Table 5: FY01 Customers by Corps District

| <u>District</u> | <u>#</u> | <u>%</u> |
|-----------------|----------|----------|
| LRL | 19 | 3.8 |
| NAB | 32 | 6.4 |
| NAN | 16 | 3.2 |
| NAO | 18 | 3.6 |
| NAE | 6 | 1.2 |
| NAU | 3 | 0.6 |
| NWK | 10 | 2.0 |
| NWO | 68 | 13.5 |
| NWS | 84 | 16.7 |
| POA | 32 | 6.4 |
| POF | 19 | 3.8 |
| POH | 17 | 3.4 |
| POJ | 24 | 4.8 |
| SAM | 50 | 9.9 |
| SAS | 40 | 8.0 |
| SPA | 3 | 0.6 |
| SPL | 9 | 1.8 |
| SPK | 3 | 0.6 |
| SWF | 13 | 2.6 |
| SWL | 9 | 1.8 |
| SWT | 28 | 5.6 |
| Total | 503 | 100.0 |

§2.1 FY01 General Satisfaction Items

All but one general satisfaction item received a median score of ‘4’ (‘High’). Item 3: ‘Treats Customer as a Team Member’ had a median score of ‘5’ (‘Very High’). For purposes of the following discussion, response categories 1 (‘Very Low’) and 2 (‘Low’) will be collapsed and referred to as the ‘Low’ category representing negative responses. Similarly, categories 4 (‘High’) and 5 (‘Very High’) will be collapsed and designated the ‘High’ category, representing positive responses. A score of ‘3’ may be interpreted as mid-range, average or noncommittal. The following table depicts Corps-wide customers’ responses to the 11 overall customer satisfaction indicators. The first column beneath each response category represents the frequency or number of responses and the second column shows the percentage of valid responses. The detailed responses (before collapsing categories) to the 11 general satisfaction indicators may be found in Appendix C, Table C-1.

The majority of responses (55 percent or more) were positive for all eleven general performance questions. The three most highly rated items in this year's survey were 'Treats You as a Team Member' rated positively by 85.6 percent of respondents; 'Seeks Your Requirements' (80.7%) and 'Displays Flexibility' rated high by 79.8 percent. The three indices that elicited the highest levels of negative responses were; 'Reasonable Cost' rated at 14.3 percent; and 'Provides Timely Services' at 10.9% and 'Would be Your Choice for Future Projects' at 10.4 percent.

Two of the more critical items in the survey as 'bottom line' indicators of customer satisfaction are Items 10: 'Would be Your Choice for Future Projects/Services' and Item 11: 'Your Overall Level of Customer Satisfaction'. With respect to Item 10, 73.7 percent of customers in the sample indicated the Corps would be their choice in the future. Conversely, a total of 10.4 % responded USACE would NOT be their choice for future projects and 15.9% were non-committal. For customers' overall level of satisfaction (Item 11), 77.0% responded positively, 8.2% negatively and 14.8% fell in the mid-range category.

Table 6: FY01 General Satisfaction Items

| | Low | | Mid-Range | | High | | Total | |
|-------------------------------|-----|------|-----------|------|------|------|-------|-------|
| | # | % | # | % | # | % | # | % |
| 1 Seeks Your Requirements | 32 | 6.4 | 65 | 12.9 | 405 | 80.7 | 502 | 100.0 |
| 2 Manages Effectively | 35 | 6.9 | 93 | 18.3 | 379 | 74.8 | 507 | 100.0 |
| 3 Treats You as a Team Member | 17 | 3.3 | 57 | 11.1 | 439 | 85.6 | 513 | 100.0 |
| 4 Resolves Your Concerns | 47 | 9.1 | 78 | 15.2 | 389 | 75.7 | 514 | 100.0 |
| 5 Timely Service | 56 | 10.9 | 103 | 20.0 | 356 | 69.1 | 515 | 100.0 |
| 6 Quality Product | 34 | 6.7 | 77 | 15.2 | 394 | 78.0 | 505 | 100.0 |
| 7 Reasonable Costs | 68 | 14.3 | 147 | 30.8 | 262 | 54.9 | 477 | 100.0 |
| 8 Displays Flexibility | 28 | 5.5 | 75 | 14.7 | 408 | 79.8 | 511 | 100.0 |
| 9 Keeps You Informed | 44 | 8.6 | 73 | 14.3 | 393 | 77.1 | 510 | 100.0 |
| 10 Your Future Choice | 52 | 10.4 | 79 | 15.9 | 367 | 73.7 | 498 | 100.0 |
| 11 Overall Satisfaction | 42 | 8.2 | 76 | 14.8 | 396 | 77.0 | 514 | 100.0 |

Customers were also asked to rate the importance of each General Satisfaction item. Nearly all respondents rated all general satisfaction items as 'High' or 'Important'. The following is a graphic analysis that compares mean satisfaction rating vs. importance rating for each item. It is important to note all instances where the mean importance rating is significantly higher than the satisfaction rating. A large disparity in these scores where average 'importance' is much higher than average 'rating' indicates that customer's needs are not being properly met. A number of items evinced a notable disparity between 'rating' and 'importance'. They include 'Manages Effectively', 'Resolves Your Concerns', 'Timely Services', 'Quality Product' and 'Reasonable Cost'.

FY01 Military Customer Satisfaction Survey

Ratings vs Importance of Service

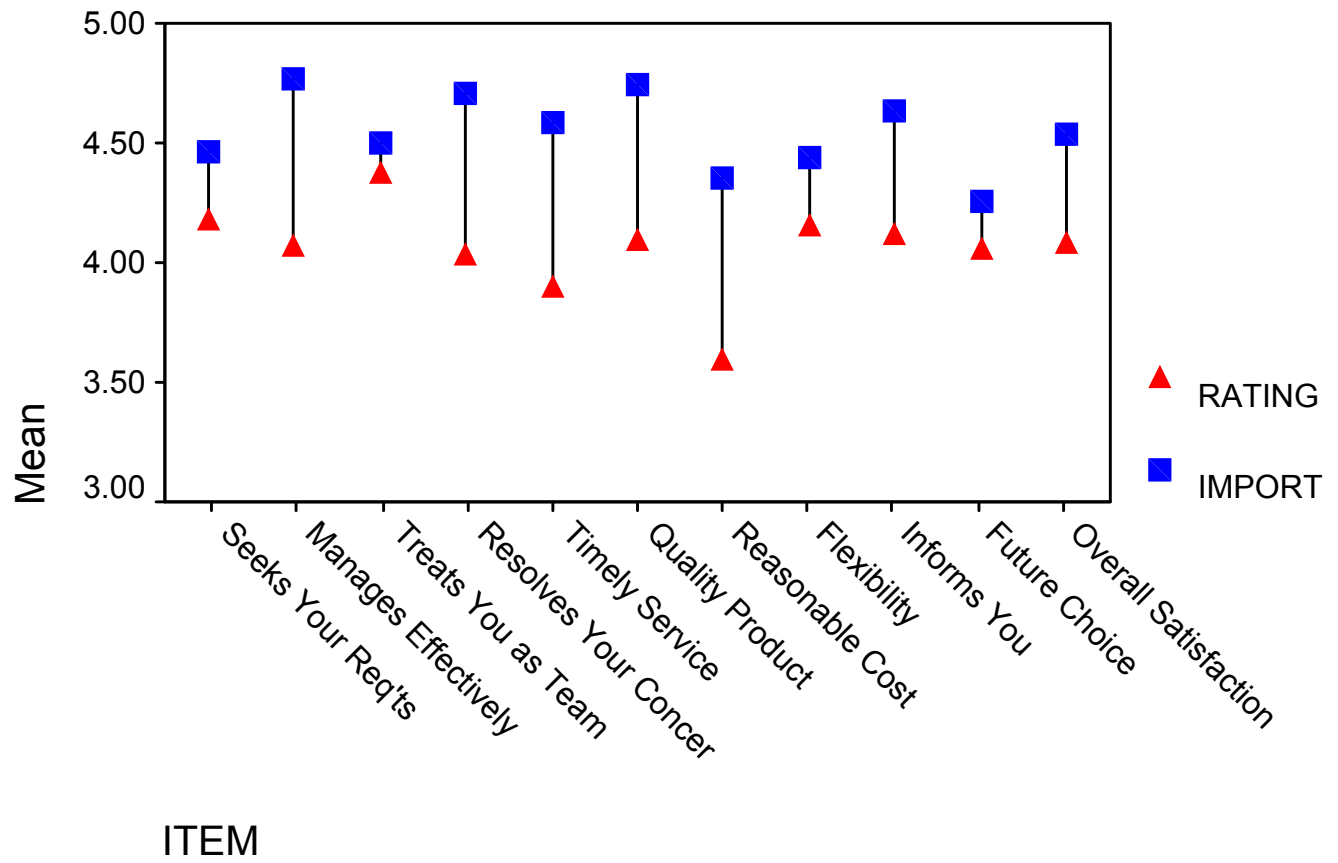


Figure 1: Items 1-11

§2.2 FY01 Specific Services Items

Items 12 through 32 of the Military Customer Survey solicit customers' opinions concerning 21 specific services and products. The specific services section has been modified for the FY01 survey. Item 31: 'Installation Support Checkbook Services' and Item 32 'PM Forward Services' are new to the FY01 survey. Again respondents could choose from response categories ranging from '1' for 'Very Low' to '5' for 'Very High.' All specific services items received median scores of '4' or higher.

Table 7 presents customer evaluations of USACE specific services. Again, for discussion purposes, we will collapse the 'Low' with 'Very Low' and 'High' with 'Very High' categories into 'Low' and 'High' groupings, respectively. The percentages represent the proportions of valid responses, i.e., the percentage of responses of all respondents who answered the question. The detailed responses to these 21 indicators (before collapsing categories) are displayed in Table C-2 of Appendix C. A large number of customers left one or more items blank in this section. The average percentage of non-response was 51 percent of the sample. The proportion of the sample who did not rate a specific service ranged from as low as 19.3 percent on Item 18: 'Project Management Services' to a high of 89 percent on Item 30: 'Privatization Support'. Due to the very low response rate on this item and Items 16 (BRAC) and Item 31: 'IS Checkbook Services', these items will not be included in the following comparisons among specific services.

The proportion of high ratings for the specific services items (excluding 'BRAC', 'Privatization Support' & 'IS Checkbook Services'), ranged from 60.3 percent to 77.3 percent. The top three most highly rated items were 'Environmental Compliance (77.3% high ratings), 'PM Forward Services (77.2%) and 'Project Documentation' (76.9%).

The specific services that received the lowest ratings were Item 25: 'Timely Construction' rated low by 16.4 percent of respondents, 'Construction Turnover' (13.8%) 'Warranty Support' at 12.3% low ratings.

Customers were also asked to rate the importance of each Specific Services item. As was the case with the general satisfaction items, almost all items received a 'High' importance score. Following Table 7 is a graphic analysis that compares mean satisfaction rating vs. importance rating for each item. Again, it is important to note all instances where the mean importance rating is significantly higher than the satisfaction rating. A large disparity in these scores indicates that customer's needs are not being properly met. Significant disparities between satisfaction ratings and importance ratings were seen in several specific services areas. These disparities were particularly striking on 'Engineering Design' and 'Timely Construction'.

Table 7: Specific Services Items

| Specific Services | Low | | Mid-range | | High | | Total | |
|------------------------------|-----|------|-----------|------|------|------|-------|-------|
| | # | % | # | % | # | % | # | % |
| 12. Planning | 16 | 8.3 | 48 | 24.9 | 129 | 66.8 | 193 | 100.0 |
| 13. Studies | 22 | 7.5 | 57 | 19.4 | 215 | 73.1 | 294 | 100.0 |
| 14. Environmental Studies | 16 | 8.1 | 44 | 22.2 | 138 | 69.7 | 198 | 100.0 |
| 15. Environmental Compliance | 11 | 6.1 | 30 | 16.6 | 140 | 77.3 | 181 | 100.0 |
| 16. BRAC | 9 | 11.4 | 9 | 11.4 | 61 | 77.2 | 79 | 100.0 |
| 17. Real Estate | 16 | 8.1 | 40 | 20.2 | 142 | 71.7 | 198 | 100.0 |
| 18. Project Management | 24 | 5.7 | 84 | 19.9 | 314 | 74.4 | 422 | 100.0 |
| 19. Project Documentation | 18 | 6.6 | 45 | 16.5 | 210 | 76.9 | 273 | 100.0 |
| 20. Funds Management | 37 | 10.3 | 86 | 24.0 | 235 | 65.6 | 358 | 100.0 |
| 21. A/E Contracts | 26 | 8.0 | 58 | 17.8 | 242 | 74.2 | 326 | 100.0 |
| 22. Engineering Design | 34 | 10.3 | 91 | 27.7 | 204 | 62.0 | 329 | 100.0 |
| 23. Job Order Contracts | 12 | 7.1 | 38 | 22.5 | 119 | 70.4 | 169 | 100.0 |
| 24. Construction Quality | 24 | 6.3 | 85 | 22.1 | 275 | 71.6 | 384 | 100.0 |
| 25. Timely Construction | 63 | 16.4 | 90 | 23.4 | 232 | 60.3 | 385 | 100.0 |
| 26. Construction Turnover | 45 | 13.8 | 74 | 22.7 | 207 | 63.5 | 326 | 100.0 |
| 27. Warranty Support | 37 | 12.3 | 69 | 22.9 | 195 | 64.8 | 301 | 100.0 |
| 28. End-user Satisfaction | 20 | 5.4 | 73 | 19.6 | 280 | 75.1 | 373 | 100.0 |
| 29. Maintainability | 23 | 6.6 | 71 | 20.5 | 252 | 72.8 | 346 | 100.0 |
| 30. Privatization Support | 11 | 19.6 | 11 | 19.6 | 34 | 60.7 | 56 | 100.0 |
| 31. IS Checkbook | 12 | 15.4 | 9 | 11.5 | 57 | 73.1 | 78 | 100.0 |
| 32. PM Forward | 17 | 11.4 | 17 | 11.4 | 115 | 77.2 | 149 | 100.0 |

FY01 Military Customer Satisfaction Survey

Ratings vs Importance of Service

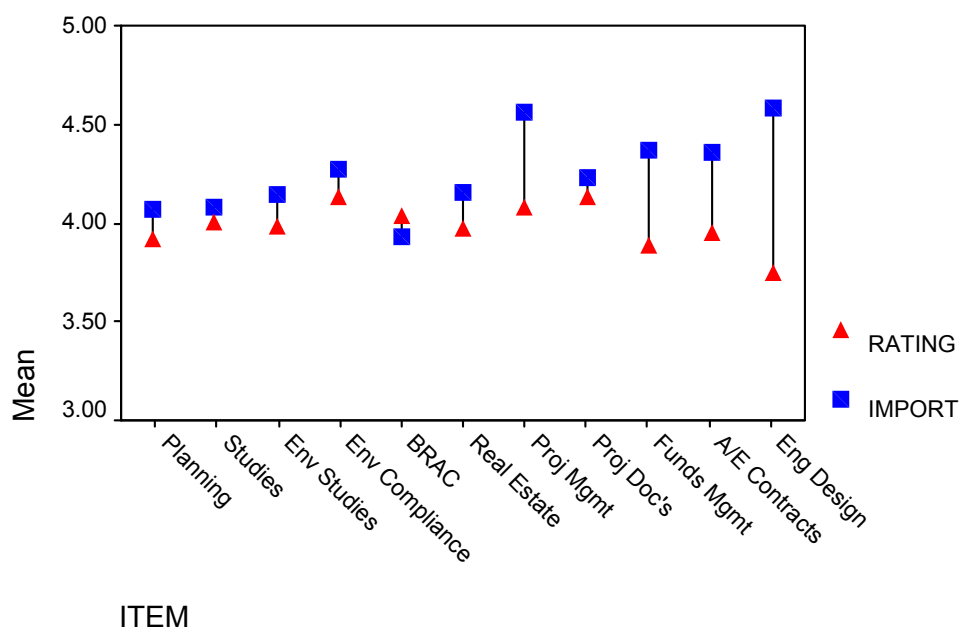


Figure 2: Items 12 – 22

FY01 Military Customer Satisfaction Survey

Ratings vs Importance of Service

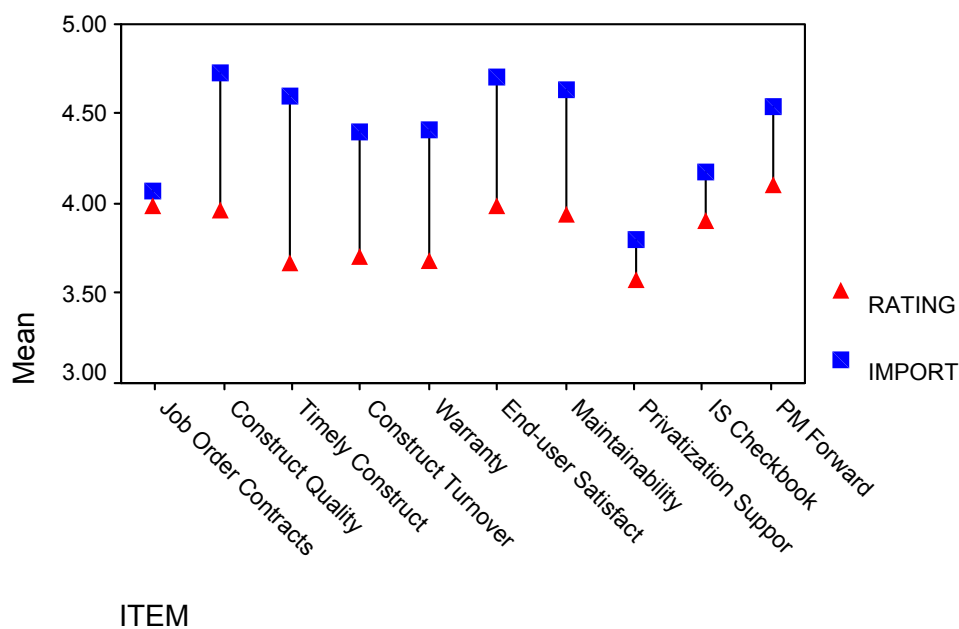


Figure 3: Items 23 – 31

§2.3 FY01 Customer Comments

Customers were given the opportunity to provide comments or suggestions for improvement of Corps' services. A total of 316 (60.4%) customers submitted comments. Of these, 145 (46%) made favorable comments; 77 (24%) made negative comments, 75 (24%) customers' comments contained mixed information (positive/negative/informational statements) and 23 (7%) respondents' comments were purely informational in nature, neither positive nor negative. The three most frequently cited comments are 'Compliments to individuals/staff' (96 customers), 'Overall good job' (67 customers) and 'Service has improved' (38 customers). A summary of all comments made by Agency is shown below. Note that the total number of comments exceeds 316 as most customers cited several issues. The complete text of comments is included in Appendix D.

Table 8: FY01 Summary of Customer Comments

| Comments | AF | Army | Other | Total |
|--|----|------|-------|-------|
| Positive | | | | |
| Compliments to individuals/staff | 42 | 29 | 25 | 96 |
| Overall quality services & products | 16 | 31 | 20 | 67 |
| Service has improved | 22 | 12 | 4 | 38 |
| Good communication / teamwork / responsiveness | 9 | 17 | 4 | 30 |
| Good project management (Dist/Field) | 7 | 9 | 1 | 17 |
| Quality technical support | 1 | 8 | 2 | 11 |
| Good contract mgmt/ support | 2 | 6 | 3 | 11 |
| Satisfied w/ PM Forward services | 3 | 4 | 0 | 7 |
| Good real estate work | 2 | 4 | 1 | 7 |
| COE is customer focused | 2 | 4 | 1 | 7 |
| Satisfied w/ contractor performance | 1 | 2 | 1 | 4 |
| Quality construction work | 1 | 1 | 2 | 4 |
| Good Environmental support | 5 | 3 | 0 | 8 |
| Good master planning support | 0 | 3 | 0 | 3 |
| Satisfied w/ on-site/ Res Engr services | 2 | 1 | 0 | 3 |
| Satisfied w/ MILCON design | 6 | 1 | 0 | 7 |
| Good MCA work | 0 | 2 | 0 | 2 |
| Good budget mgmt/ cost estimating | 1 | 2 | 0 | 3 |
| Quality in-house design | 0 | 2 | 0 | 2 |
| Good cultural resources support | 0 | 0 | 1 | 1 |
| Good coordination between Districts | 0 | 0 | 1 | 1 |
| End user satisfaction | 0 | 0 | 1 | 1 |
| Good BRAC support | 0 | 1 | 0 | 1 |
| Good JOC work | 0 | 1 | 0 | 1 |
| Good O&M support | 0 | 1 | 0 | 1 |

| Comments | AF | Army | Other | Total |
|--|-----|------|-------|-------|
| Use more design-build | 0 | 1 | 0 | 1 |
| Satisfied w/ design charrettes | 0 | 1 | 0 | 1 |
| Satisfied w/ 'Engineer Forward' service | 0 | 1 | 0 | 1 |
| Satisfied w/ PDT to ensure quality | 0 | 1 | 0 | 1 |
| Good AE design | 1 | 0 | 0 | 1 |
| COE provides timely support | 1 | 1 | 0 | 2 |
| Total | 124 | 149 | 67 | 340 |
| | | | | |
| Negative | | | | |
| Not meeting schedules/ too slow | 16 | 16 | 0 | 32 |
| Poor communication/ reporting & lack of customer input | 9 | 7 | 0 | 16 |
| Costs too high / budget exceeded | 5 | 11 | 0 | 16 |
| Need more accountability * | 12 | 1 | 0 | 13 |
| Need more customer involvement/teamwork* | 15 | 1 | 0 | 16 |
| Staffing problems (overloaded/inadequate staff) | 5 | 6 | 0 | 11 |
| Poor QA/QC / COE review | 5 | 6 | 0 | 11 |
| Contracting problems (procurem't time, disputes etc) | 6 | 3 | 0 | 9 |
| Poor AE services | 4 | 6 | 2 | 12 |
| Overall poor quality service | 0 | 4 | 0 | 4 |
| Incompetent staff | 2 | 1 | 6 | 9 |
| Poor construction (quality/maintainability/turnover) | 5 | 4 | 0 | 9 |
| Poor in-house design work | 4 | 1 | 0 | 5 |
| Poor mechanical/ HVAC system | 2 | 4 | 0 | 6 |
| Design problems | 2 | 3 | 0 | 5 |
| Poor 1391 support | 0 | 3 | 0 | 3 |
| Inaccurate cost estimates | 2 | 3 | 0 | 5 |
| Problems due to bureaucratic restraints on District | 2 | 1 | 2 | 5 |
| Be more customer-focused | 2 | 1 | 2 | 5 |
| Problems caused by staff changes | 1 | 3 | 0 | 4 |
| Insufficient ISO funds | 0 | 3 | 0 | 3 |
| Need better partnering among agencies | 3 | 1 | 1 | 5 |
| Deliverables never received / Problems unresolved | 3 | 2 | 0 | 5 |
| Poor project management / PM Forward | 1 | 2 | 0 | 3 |
| Poor warranty support | 4 | 0 | 0 | 4 |
| Poor project closeout | 2 | 1 | 1 | 4 |
| COE inflexible re changes/mods | 0 | 1 | 1 | 2 |
| Poor design-build work | 1 | 2 | 0 | 3 |
| Will not use District in future if possible | 2 | 1 | 0 | 3 |
| End user dissatisfaction | 1 | 1 | 0 | 2 |
| Poor Repro services /GPO | 2 | 0 | 0 | 2 |
| Poor environmental services | 1 | 0 | 0 | 1 |
| Excessive paperwork req'ts - increases cost & time | 1 | 0 | 0 | 1 |
| Many areas need improvement (cost/time/quality) | 1 | 0 | 1 | 2 |
| DRCHECKS good tool with some tweaking | 0 | 0 | 1 | 1 |

| Comments | AF | Army | Other | Total |
|---|------------|-------------|--------------|--------------|
| JED should offer more tech courses (vs envir/ mgmt) | 0 | 0 | 1 | 1 |
| COE not proactive in resolving problems | 0 | 0 | 1 | 1 |
| High Cost of NAN office location paid by customer | 0 | 1 | 0 | 1 |
| Poor JOC work | 0 | 1 | 0 | 1 |
| Poor INRMP & dredging work | 0 | 1 | 0 | 1 |
| Better HQ support of HQDA BRAC | 0 | 1 | 0 | 1 |
| Customer wants to provide some construction services | 0 | 1 | 0 | 1 |
| IDIQ too costly/infeasible | 1 | 0 | 0 | 1 |
| O&M too costly due to unnecessary req'ts & specs | 1 | 0 | 0 | 1 |
| COE has earned a bad reputation | 0 | 1 | 0 | 1 |
| Improve maintainability | 1 | 0 | 0 | 1 |
| Need more standardization between Districts | 1 | 0 | 0 | 1 |
| Poor real estate services | 1 | 0 | 0 | 1 |
| Poor master planning | 1 | 0 | 0 | 1 |
| Clear case of FW&A that needs reporting | 1 | 0 | 0 | 1 |
| Total | 128 | 105 | 19 | 252 |
| | | | | |
| Informational | | | | |
| Line item review is very important* | 12 | 0 | 0 | 12 |
| Importance' ratings useless/ all services are important | 0 | 2 | 0 | 2 |
| Customer wants survey feedback | 0 | 1 | 0 | 1 |
| Add USMC to survey agency list | 0 | 1 | | 1 |
| Need to meet w/ COE for out-year planning | 0 | 1 | 0 | 1 |
| Survey has no effect on work | 1 | 0 | 0 | 1 |
| Locate RE office w/ BCE | 1 | 0 | 0 | 1 |
| COE better at horizontal vs vertical construction | 1 | 0 | 0 | 1 |
| Add 'Technical Review' item to survey | 1 | 0 | 0 | 1 |
| Total | 16 | 5 | 0 | 21 |

* These comments made by same customer evaluating 12 Districts.

§3.0 Comparison of FY01 Ratings by Customer Subgroups

§3.1 Comparison of FY01 Customer Ratings by Agency

The objective of this analysis is to compare customer satisfaction ratings for Air Force vs. Army vs. 'Other' customers for the current year. The AF Customer Survey Report (dated July 2002) compares AF vs. Army performance over the current and previous seven years. Statistical comparisons were performed to detect any statistically significant differences between the three customer groups for all satisfaction indicators. Ratings among the three agencies were statistically comparable for almost every satisfaction indicator. The exceptions were 'Quality Product', 'Reasonable Cost', 'Engineering Design', 'Construction Quality', 'Timely Construction' and 'Construction Turnover'. In every case ratings provided by the 'Other' customer group were statistically significantly higher than AF and/or Army. The following table summarizes these results. Mean customer ratings by agency are depicted in the following graphs. A detailed table presenting mean AF, Army and Other item scores and sample sizes is located in Appendix Table C-3.

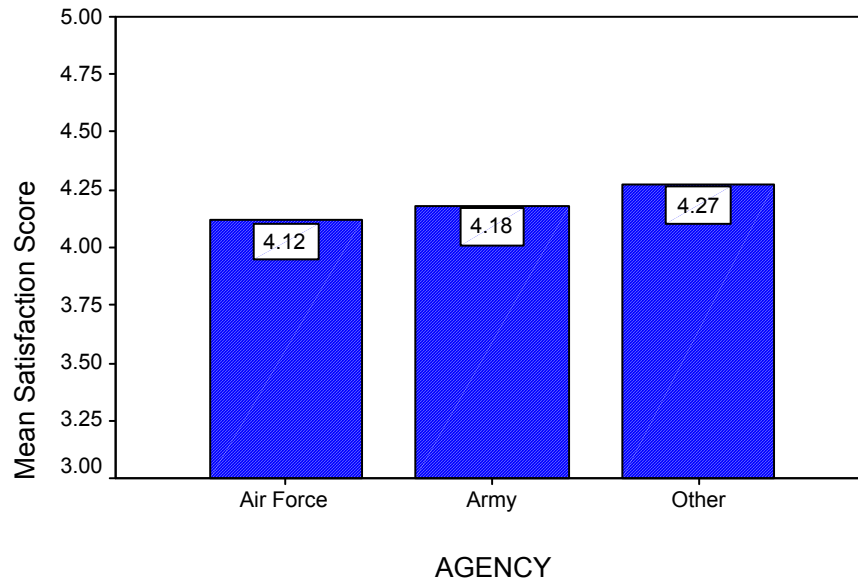
Table 9: Summary of ANOVA's of Ratings by Agency

| <u>Item</u> | <u>Statistically Significant Results³</u> |
|---------------------------|--|
| 6. Quality Product | Other > AF |
| 7. Reasonable Cost | Other > Army |
| 22. Engineering Design | Army & Other > AF |
| 24. Construction Quality | Other > AF & Army |
| 25 Timely Construction | Other > AF |
| 26. Construction Turnover | Army & Other > AF |

³ Tests were performed at $\alpha = .05$ level of significance.

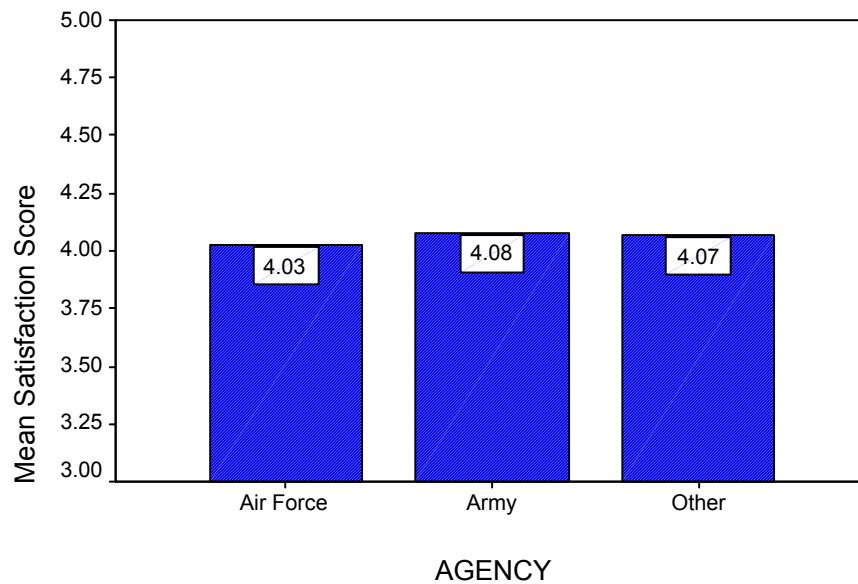
USACE 2001 Military Customer Survey

Seeks Cust Req'ts by Agency



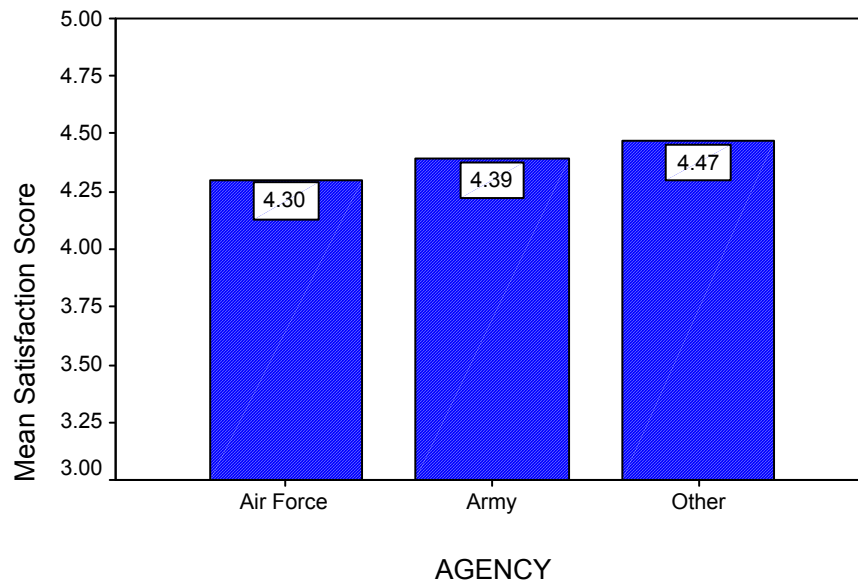
USACE 2001 Military Customer Survey

Manages Effectively by Agency



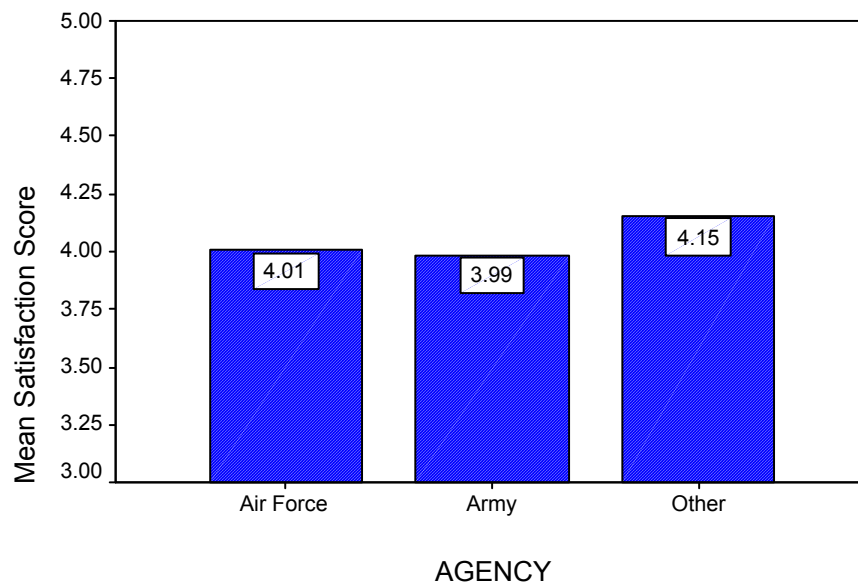
USACE 2001 Military Customer Survey

Treats Cust as Team by Agency



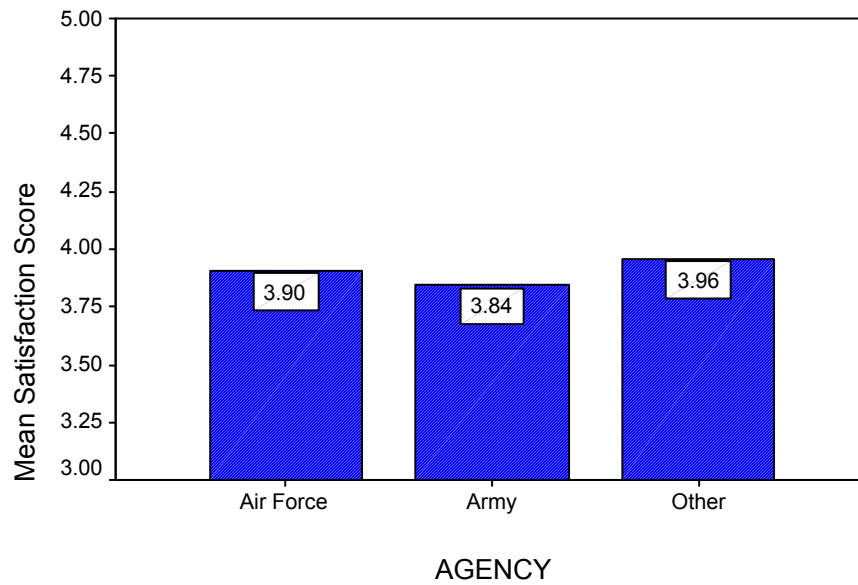
USACE 2001 Military Customer Survey

Resolves Cust Concerns by Agency



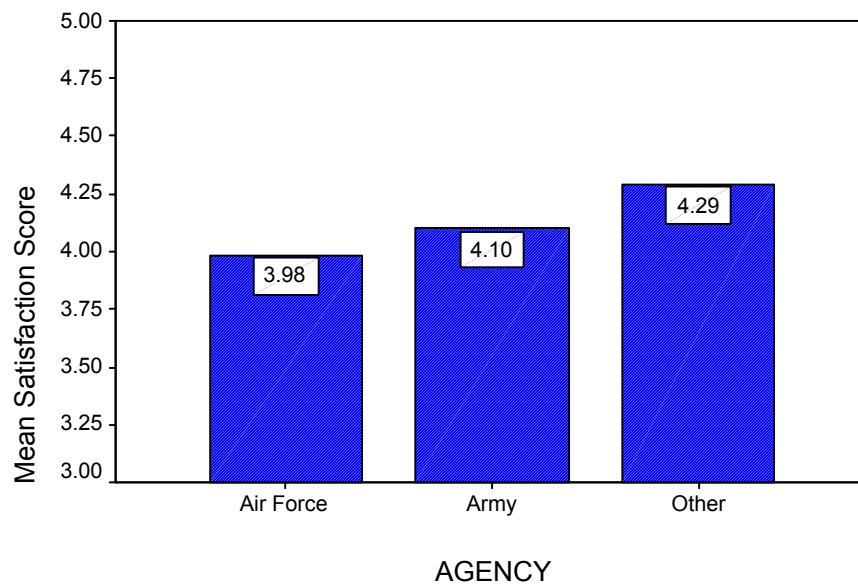
USACE 2001 Military Customer Survey

Timely Service by Agency



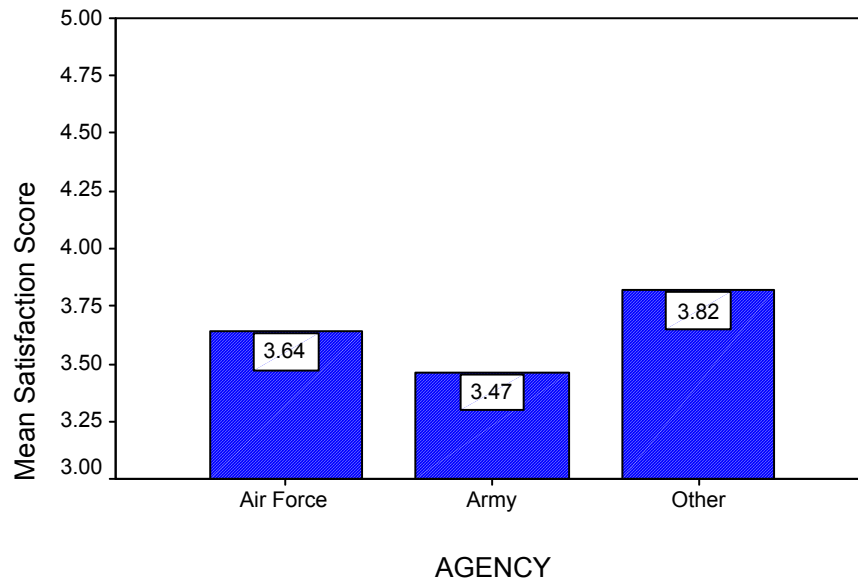
USACE 2001 Military Customer Survey

Quality Product by Agency



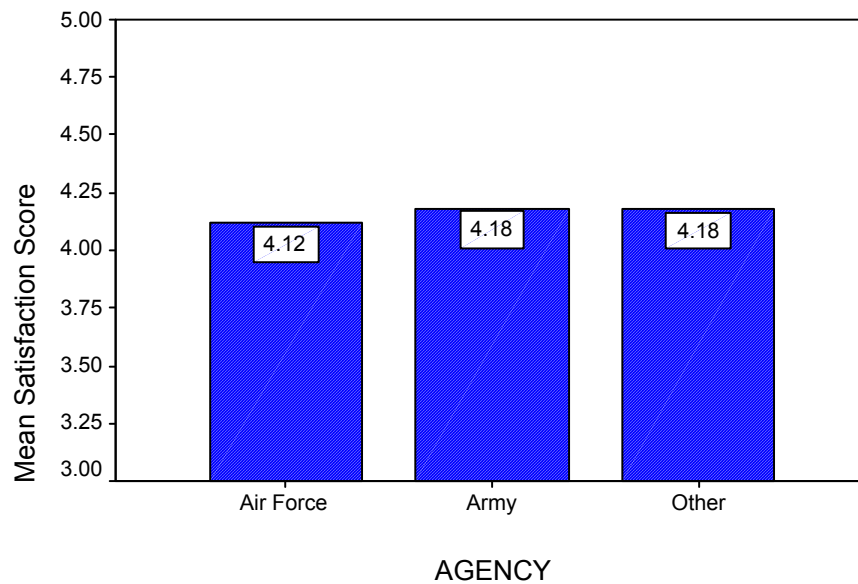
USACE 2001 Military Customer Survey

Reasonable Costs by Agency



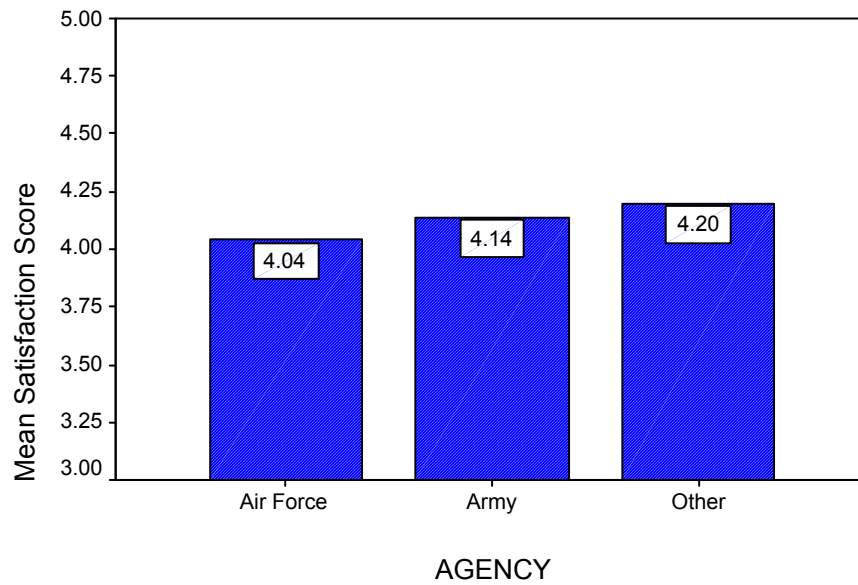
USACE 2001 Military Customer Survey

Flexibility by Agency



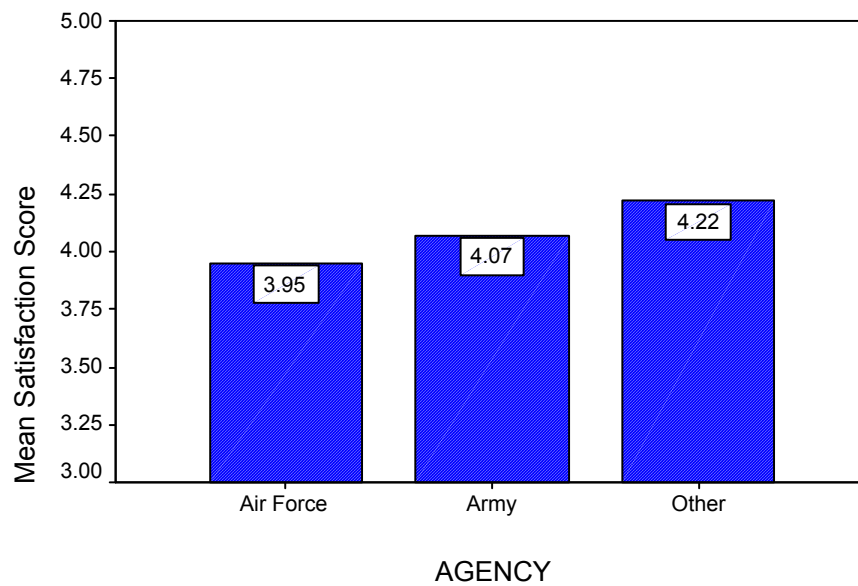
USACE 2001 Military Customer Survey

Keeps Cust Informed by Agency



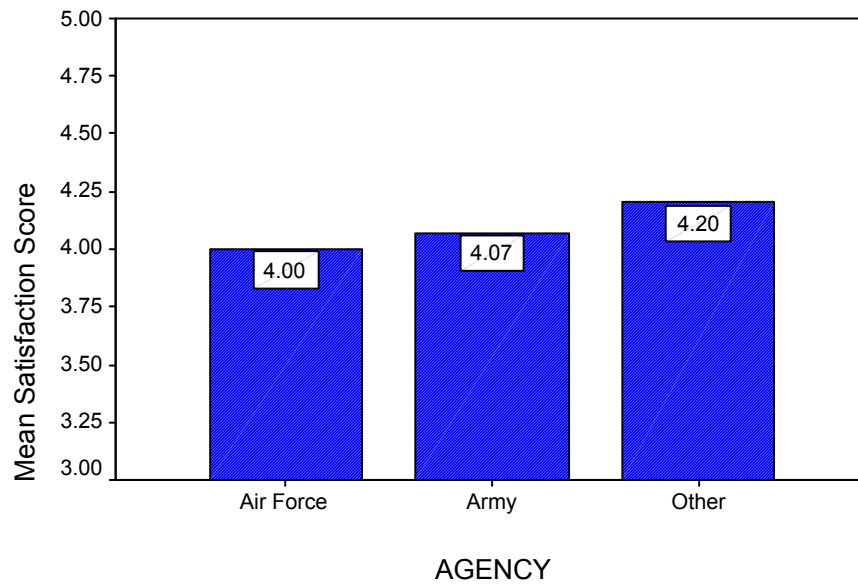
USACE 2001 Military Customer Survey

Future Choice by Agency



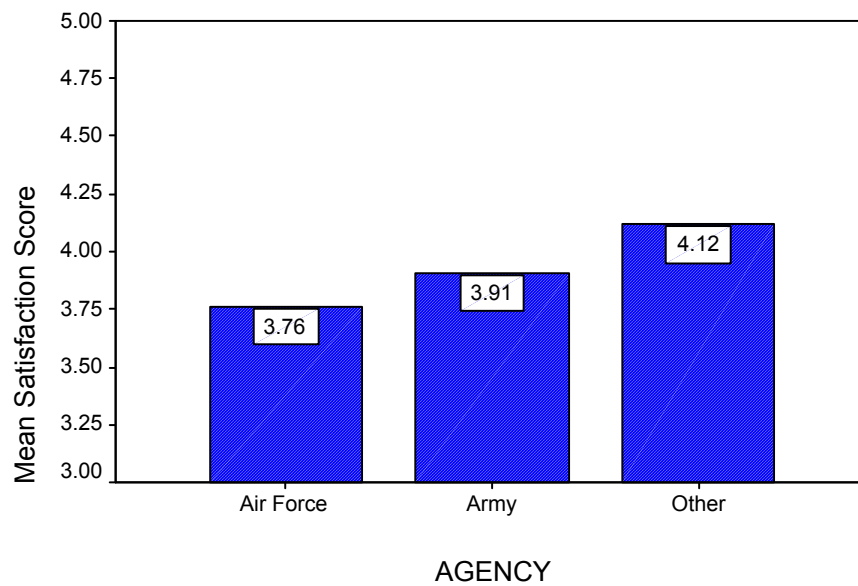
USACE 2001 Military Customer Survey

Overall Satisfaction by Agency



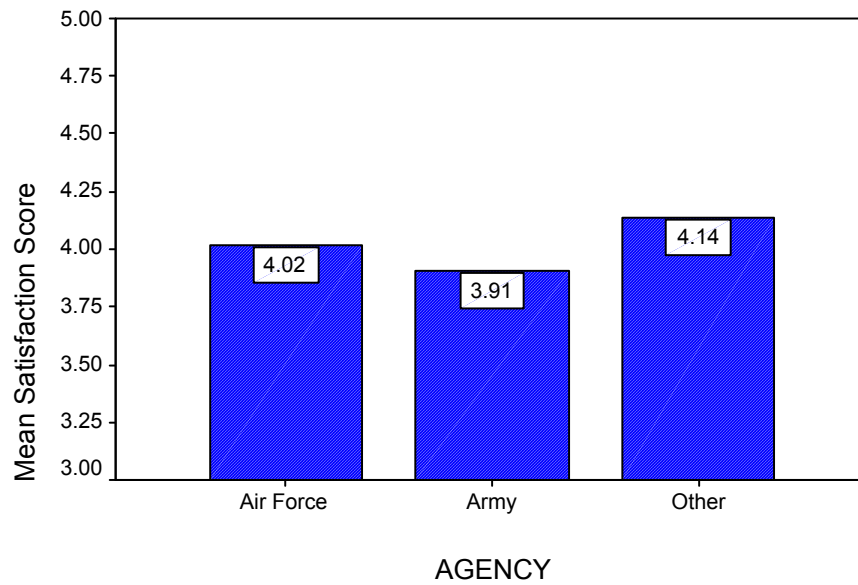
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Planning by Agency



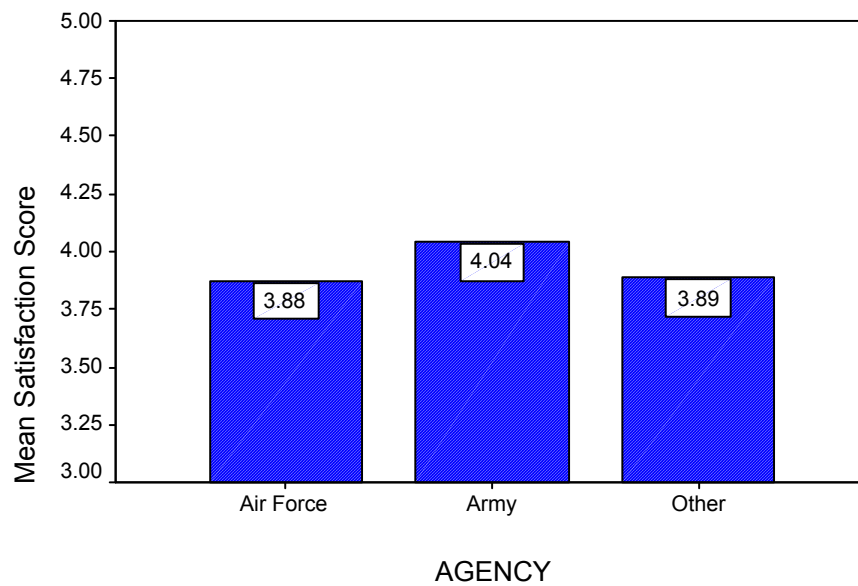
USACE 2001 Military Customer Survey

Studies by Agency



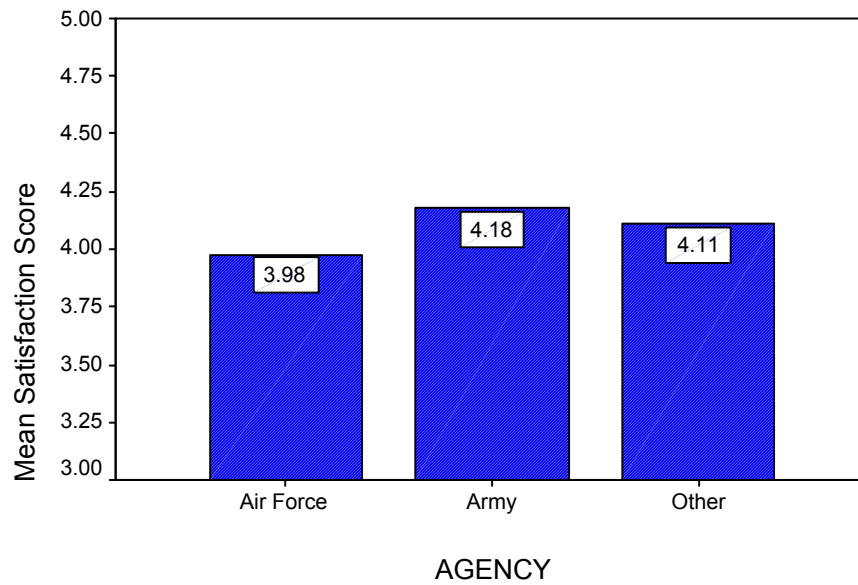
USACE 2001 Military Customer Survey

Environ Studies by Agency



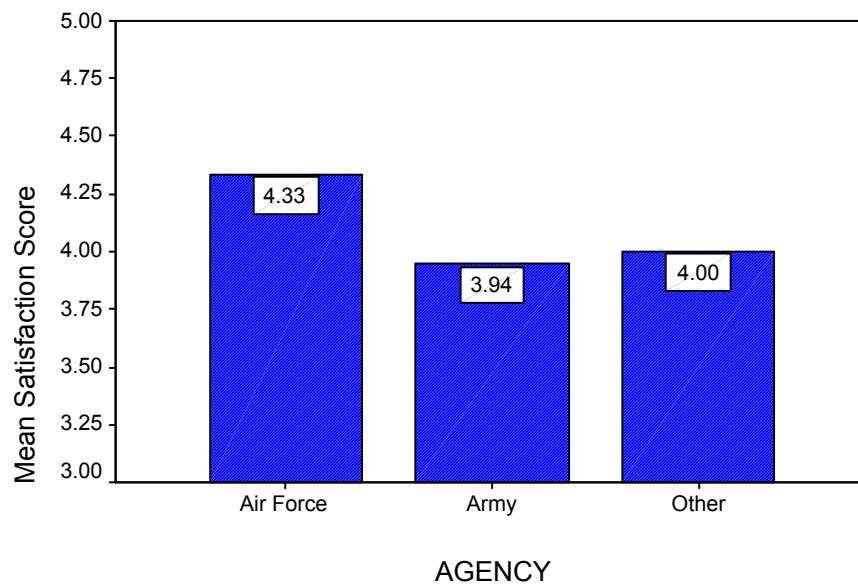
USACE 2001 Military Customer Survey

Envir Compliance by Agency



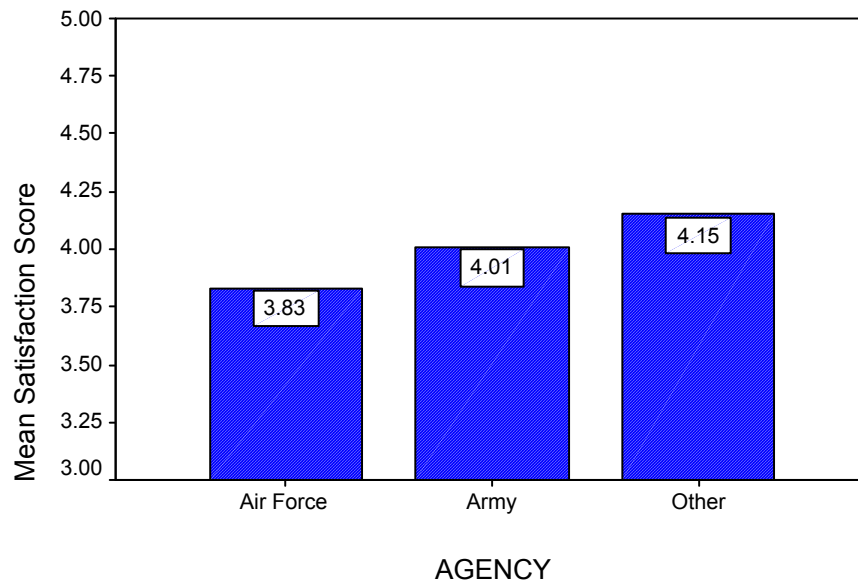
USACE 2001 Military Customer Survey

BRAC by Agency



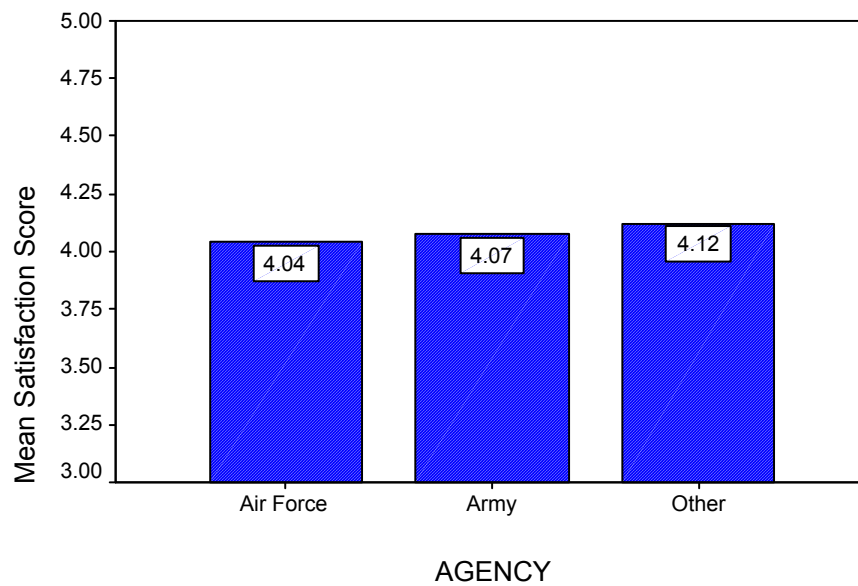
USACE 2001 Military Customer Survey

Real Estate by Agency



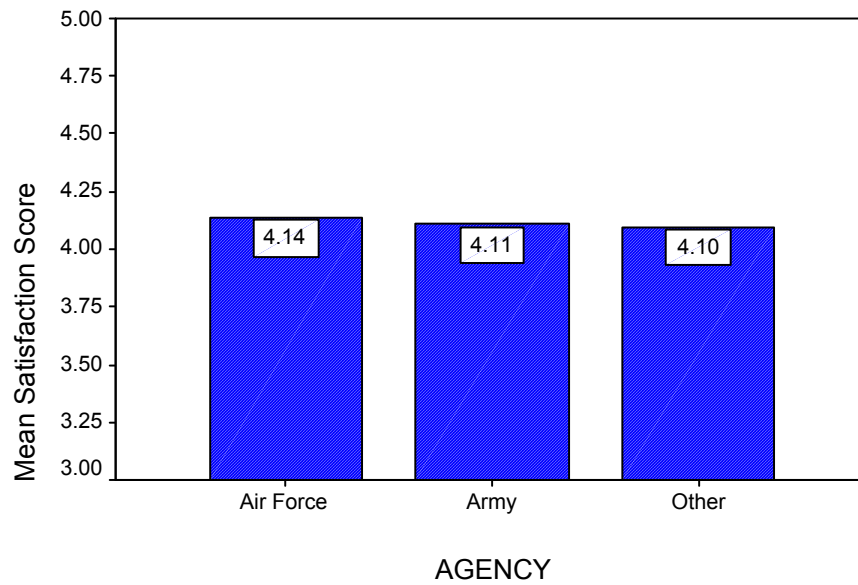
USACE 2001 Military Customer Survey

Project Mgmt by Agency



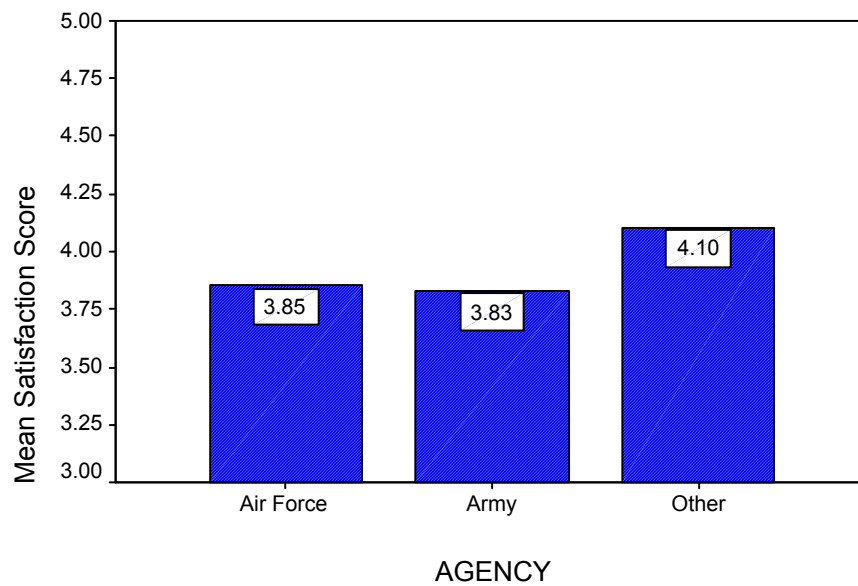
USACE 2001 Military Customer Survey

Project Documents by Agency



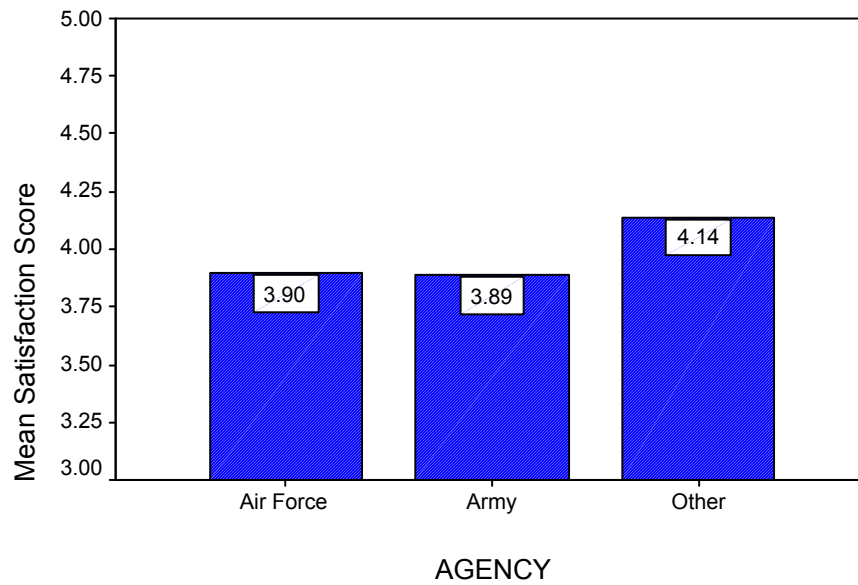
USACE 2001 Military Customer Survey

Funds Mgmt by Agency



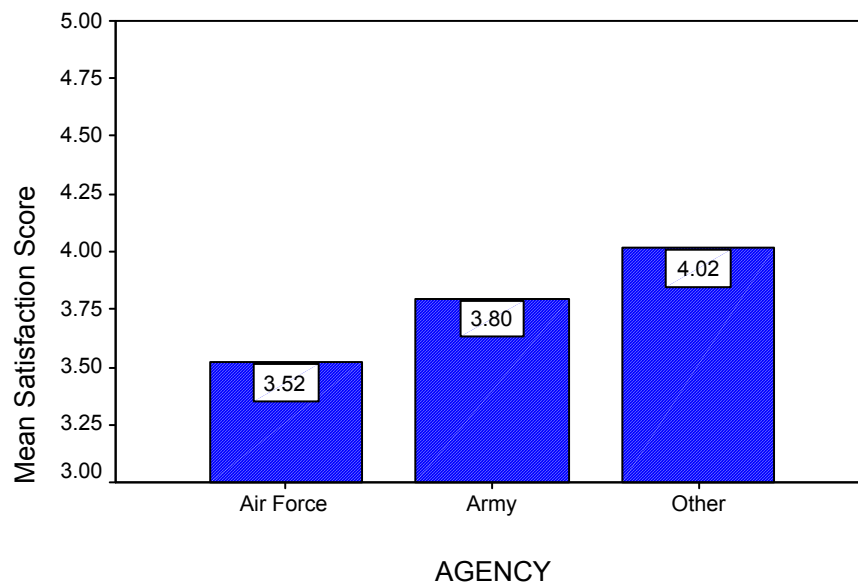
USACE 2001 Military Customer Survey

A/E Contracts by Agency



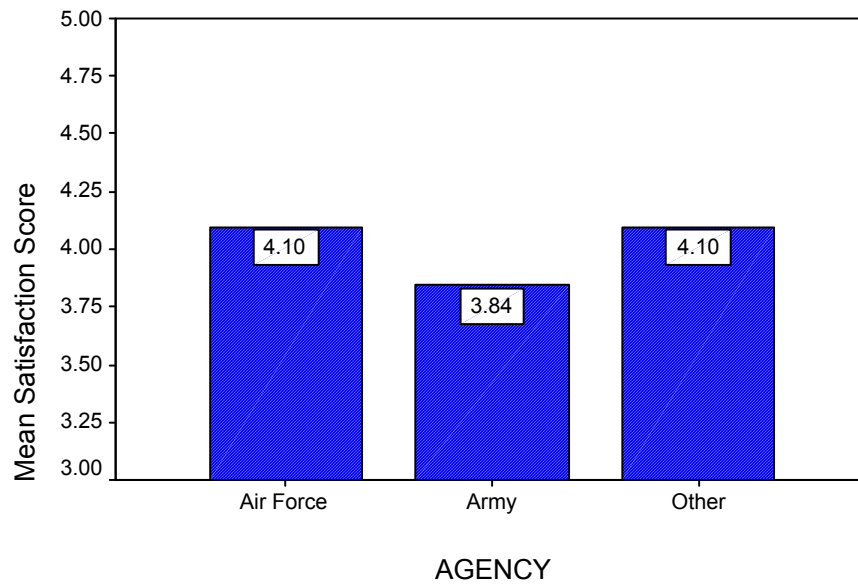
USACE 2001 Military Customer Survey

Engineering Design by Agency



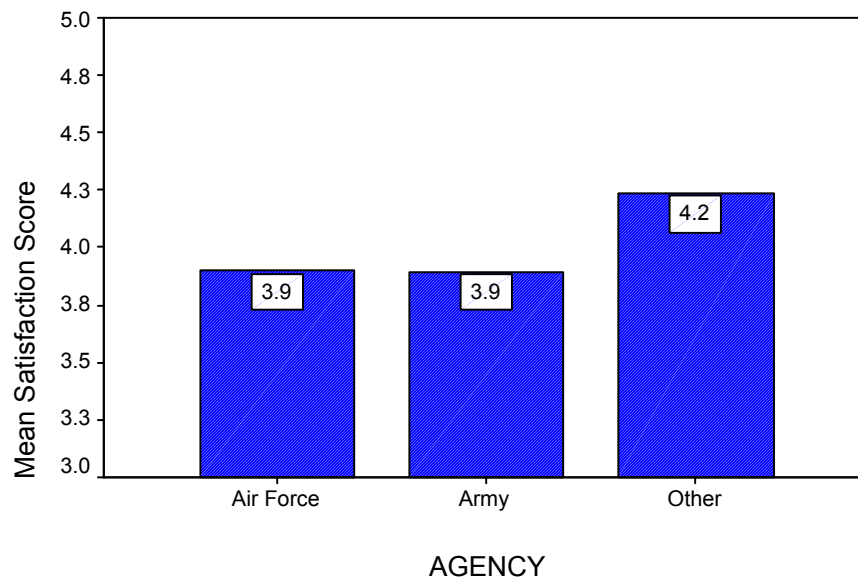
USACE 2001 Military Customer Survey

Job Order Contracts by Agency



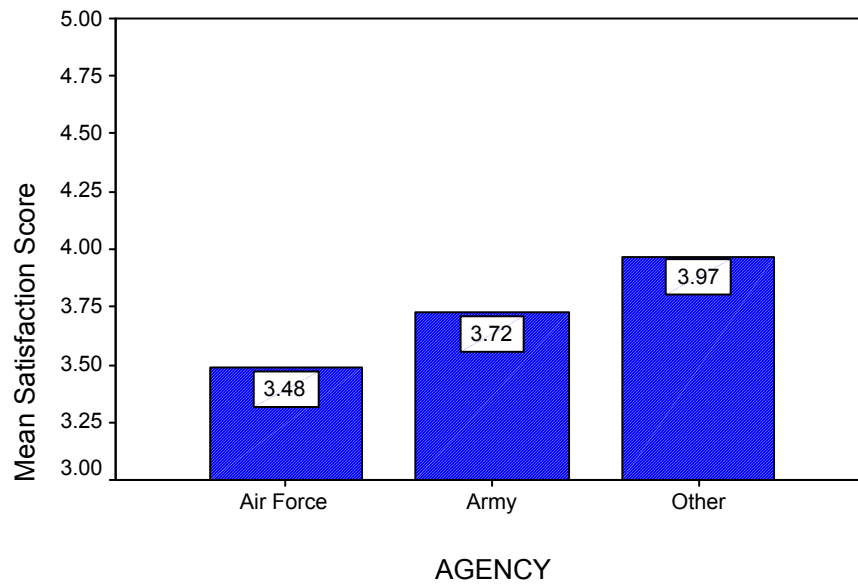
USACE 2001 Military Customer Survey

Mean Construction Quality by Agency



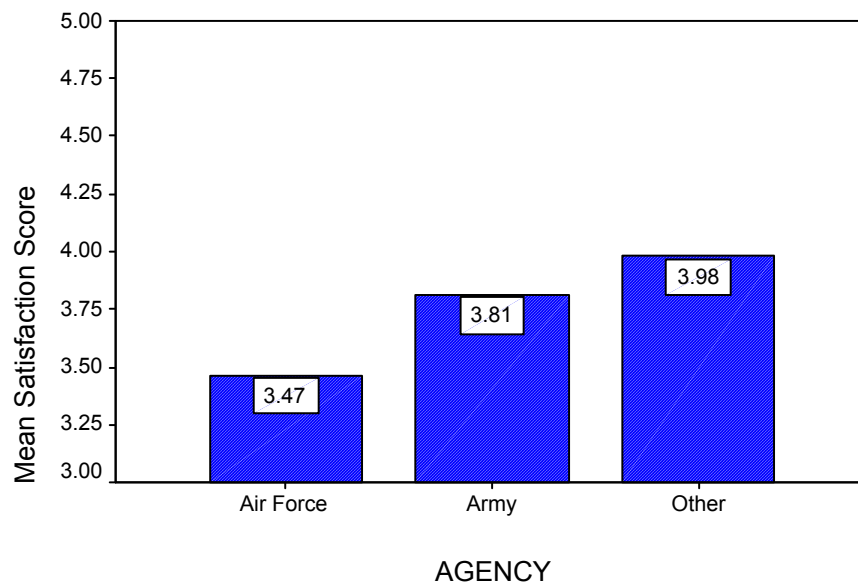
USACE 2001 Military Customer Survey

Timely Construction by Agency



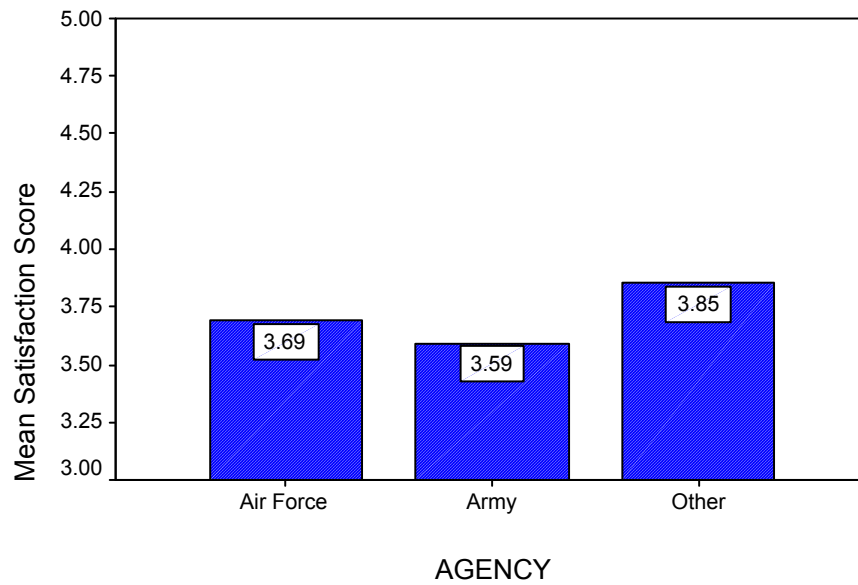
USACE 2001 Military Customer Survey

Construction Turnover by Agency



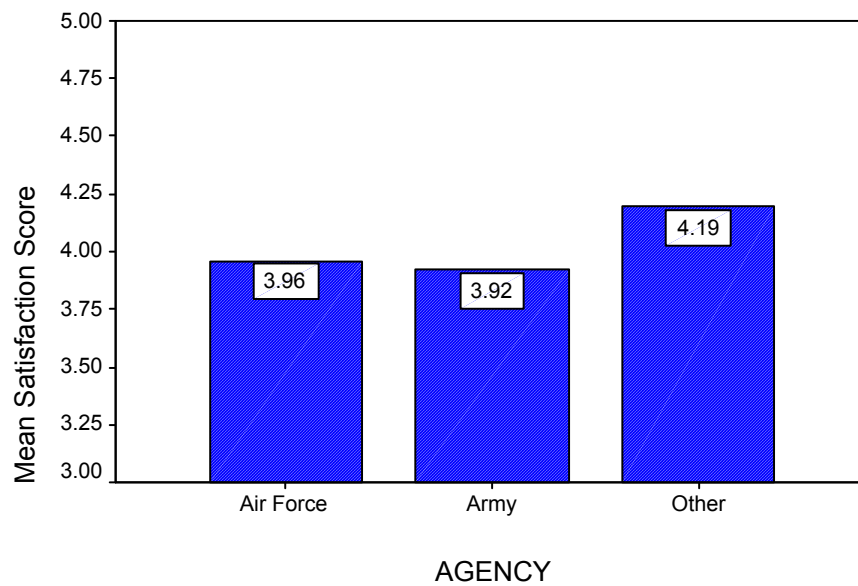
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Warranty Support by Agency



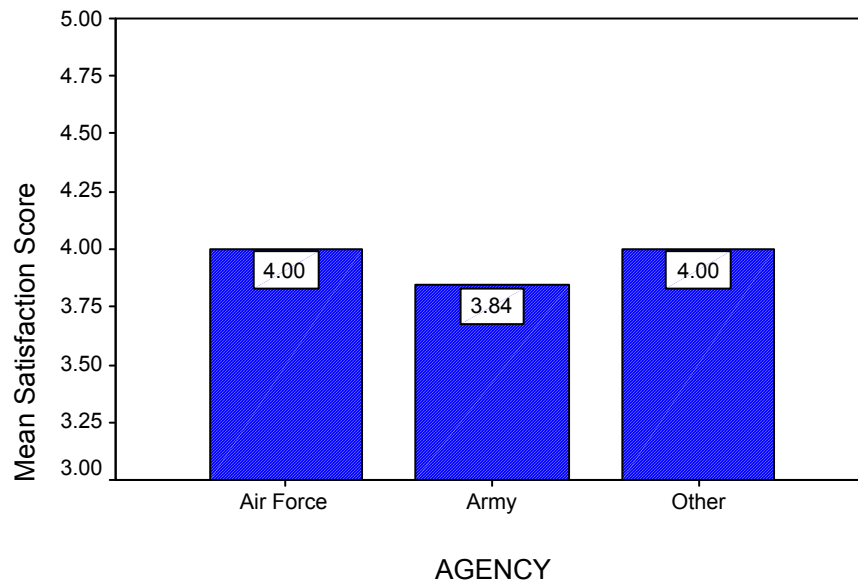
USACE 2001 Military Customer Survey

End-user Satisfaction by Agency



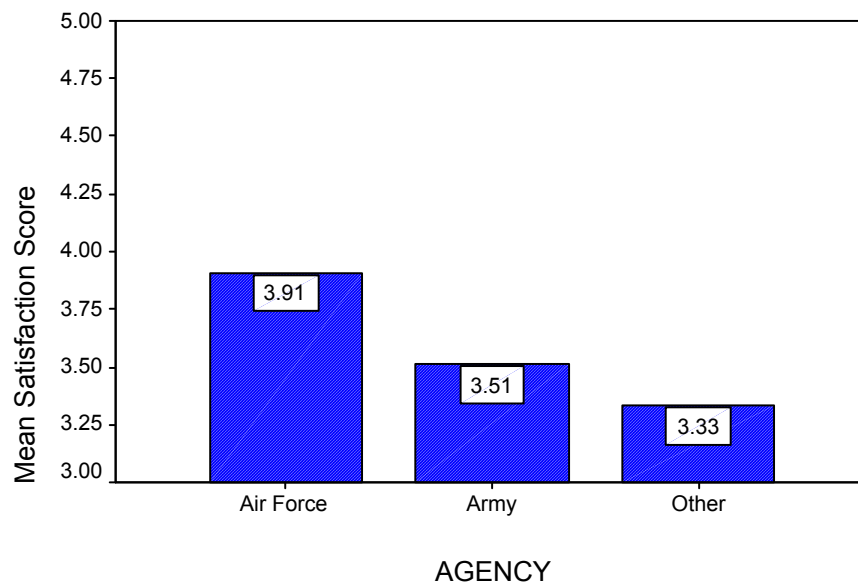
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Maintainability by Agency



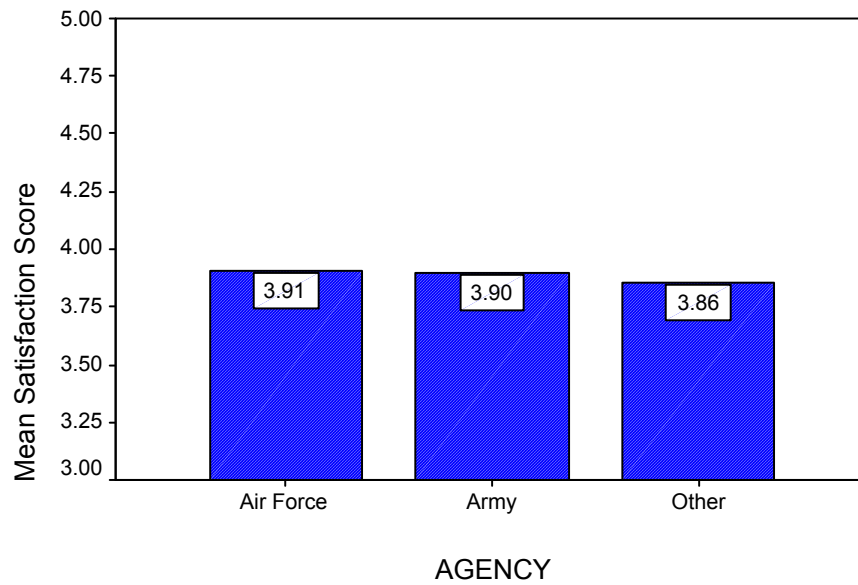
USACE 2001 Military Customer Survey

Privatization Support by Agency



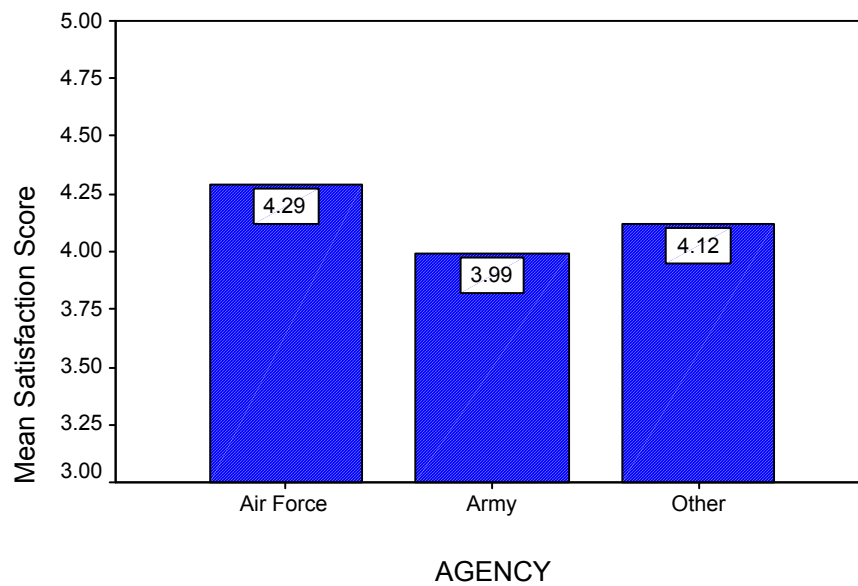
USACE 2001 Military Customer Survey

IS Checkbook Services by Agency



USACE 2001 Military Customer Survey

PM Forward by Agency



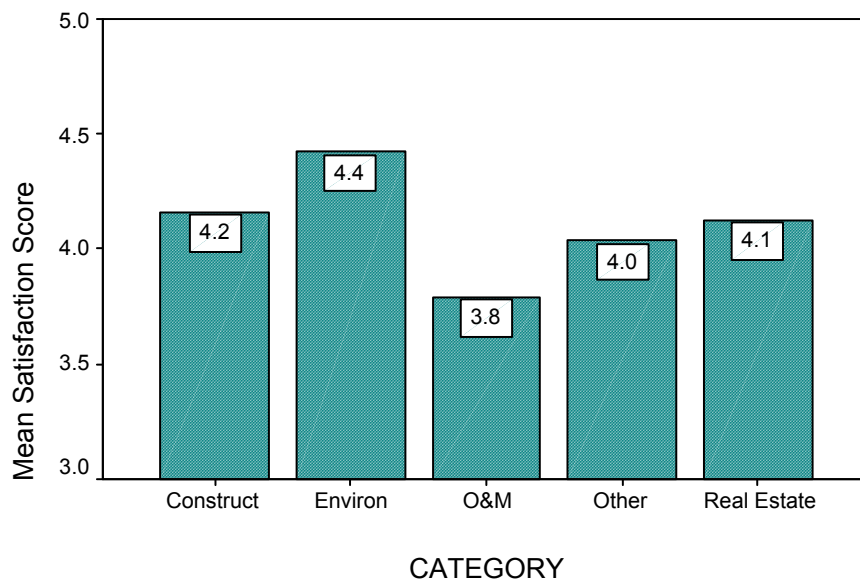
3.2 FY01 Customer Ratings by Customers' Primary Category of Service

A new item was added to the FY01 survey instrument. Customers were asked to identify the primary category of services (work) they receive from the Corps. This data provides the District a more in-depth context in which to evaluate customer ratings individually and in the aggregate. The following analysis looks only at the General Satisfaction Questions plus two of the Specific Services items that are applicable to all areas of work: 'Project Management' and 'Funds Management'. Another very interesting additional analysis that could be performed is to group Specific Services items by work category. For example, examine all construction-related items (Construction Quality, Turnover & Timely Construction) for only those customers who identify themselves as primarily recipients of construction-type services.

A definite pattern emerges and is clearly illustrated in the graphs of mean satisfaction scores by work category. In every case environmental service customers' ratings were the highest and O&M customer ratings the lowest. And in nearly every comparison there is a very large disparity in the mean environmental score vs. the O&M score. These differences were all statistically significant. Table C-4 in Appendix C displays mean subgroup scores and sample sizes.

USACE 2001 Military Customer Survey

Seeks Cust Req'ts by Work Category



USACE 2001 Military Customer Survey

Manages Effectively by Work Category

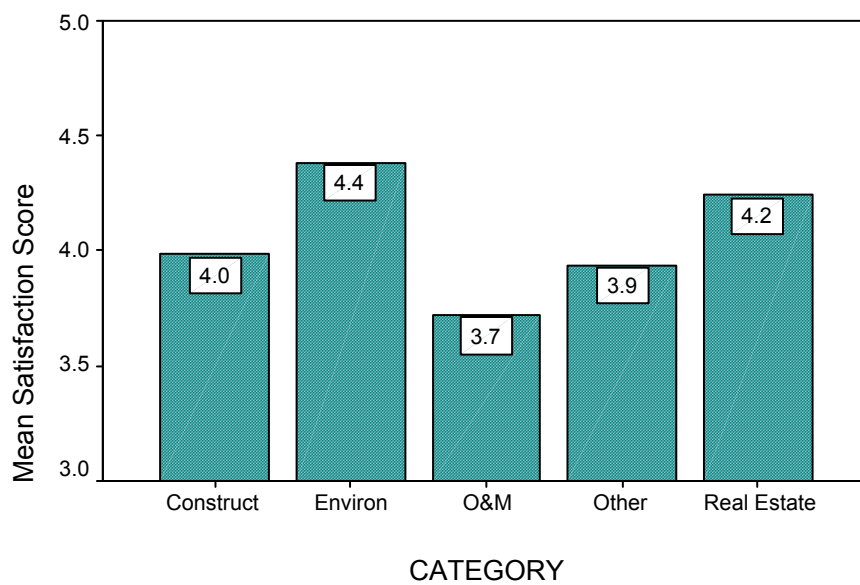
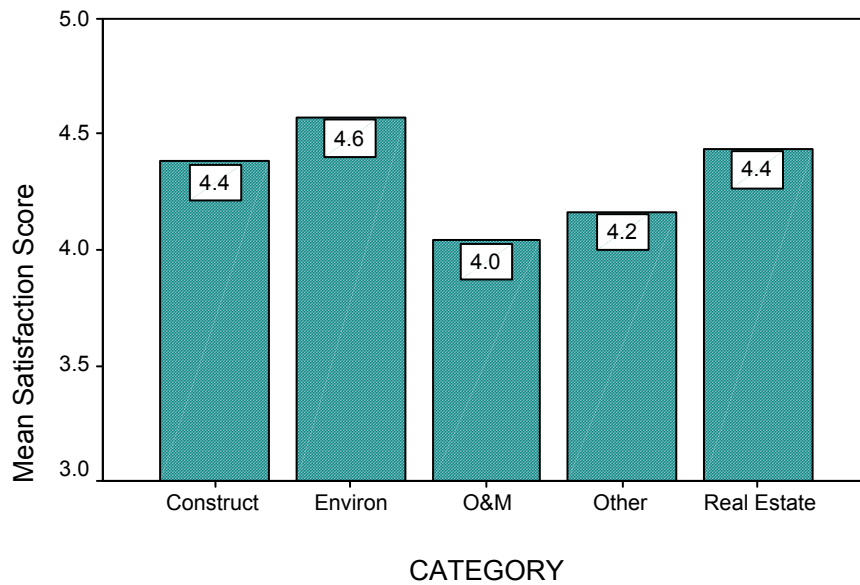


Figure 5: Ratings by Work Category

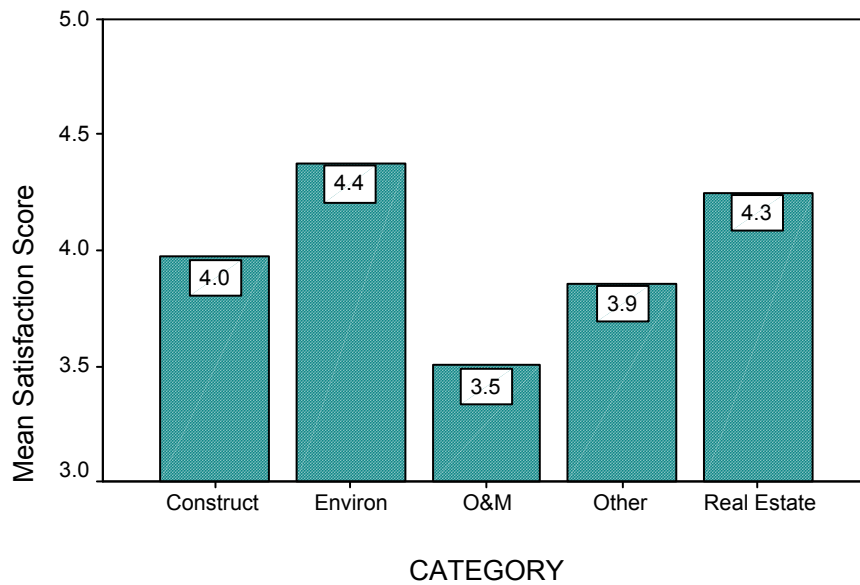
USACE 2001 Military Customer Survey

Treats Cust as Team by Work Category



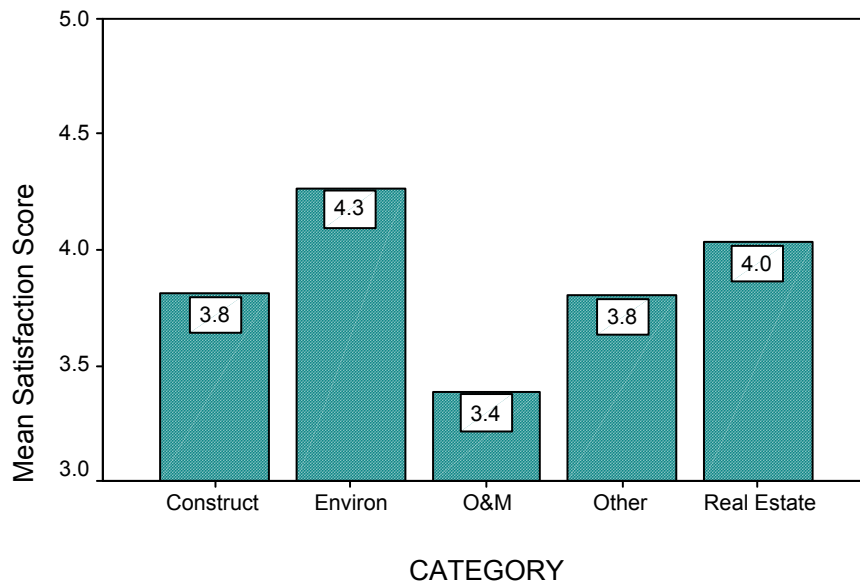
USACE 2001 Military Customer Survey

Resolves Cust Concerns by Work Category



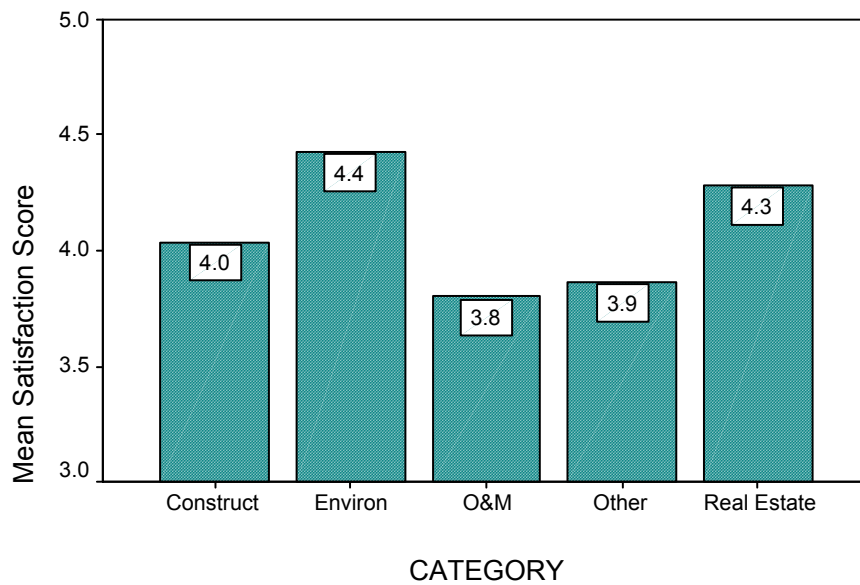
USACE 2001 Military Customer Survey

Timely Services by Work Category



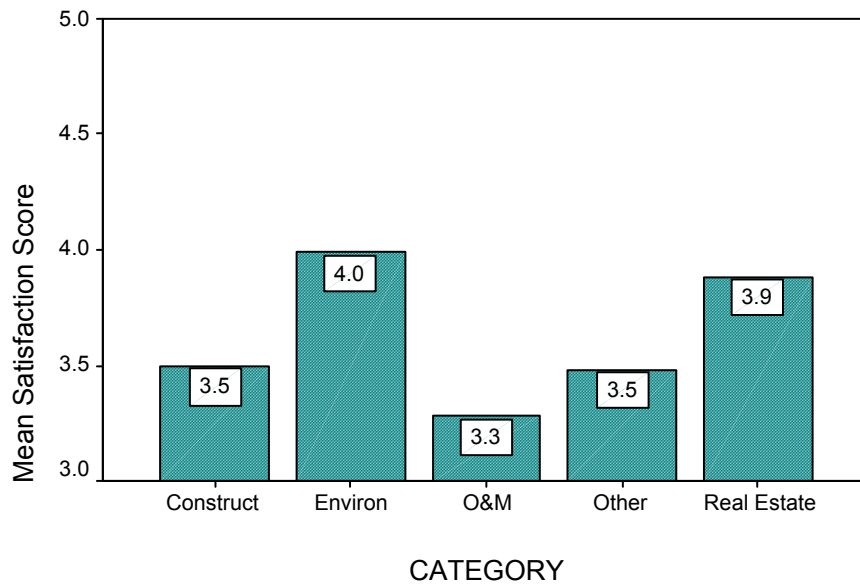
USACE 2001 Military Customer Survey

Quality Product by Work Category



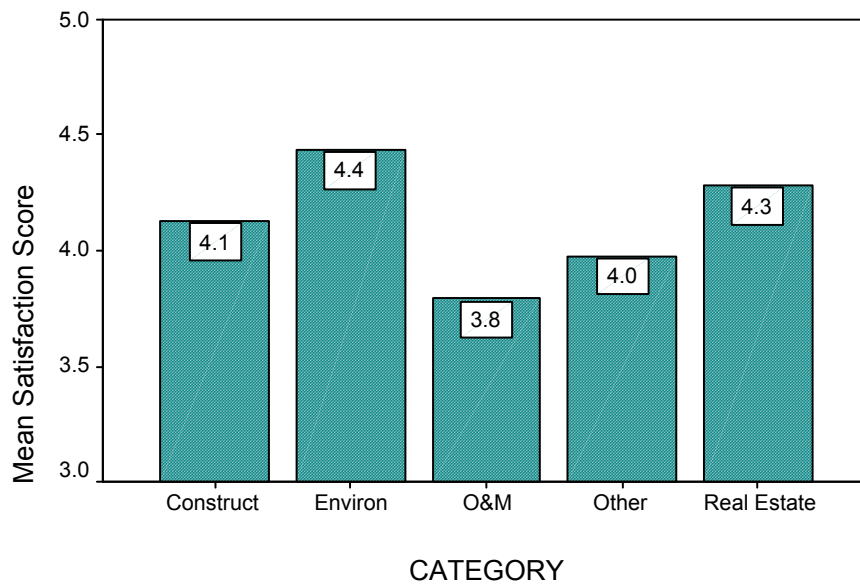
USACE 2001 Military Customer Survey

Reasonable Cost by Work Category



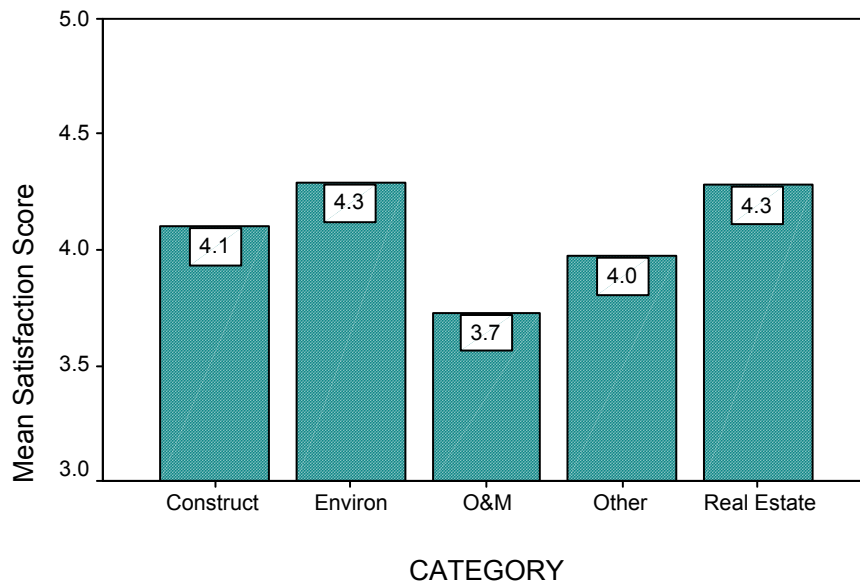
USACE 2001 Military Customer Survey

Displays Flexibility by Work Category



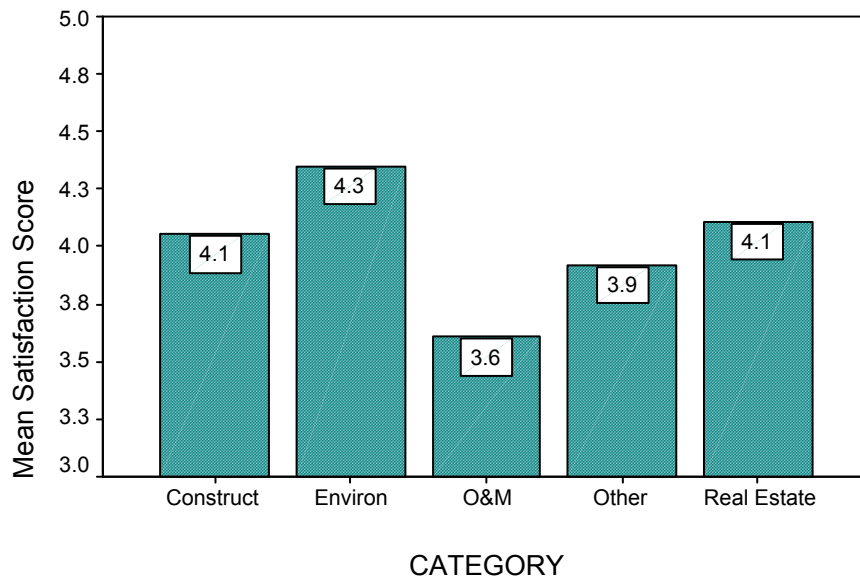
USACE 2001 Military Customer Survey

Informs Customer by Work Category



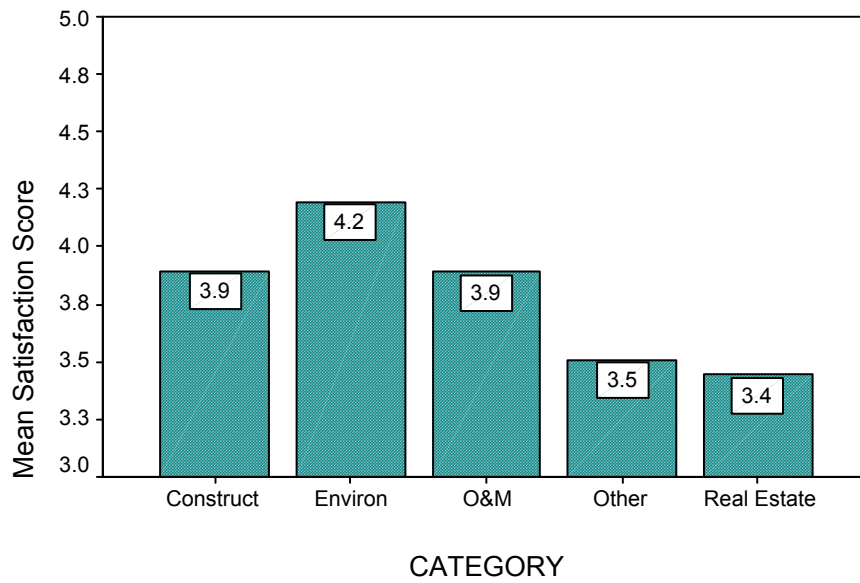
USACE 2001 Military Customer Survey

Project Mgmt by Work Category



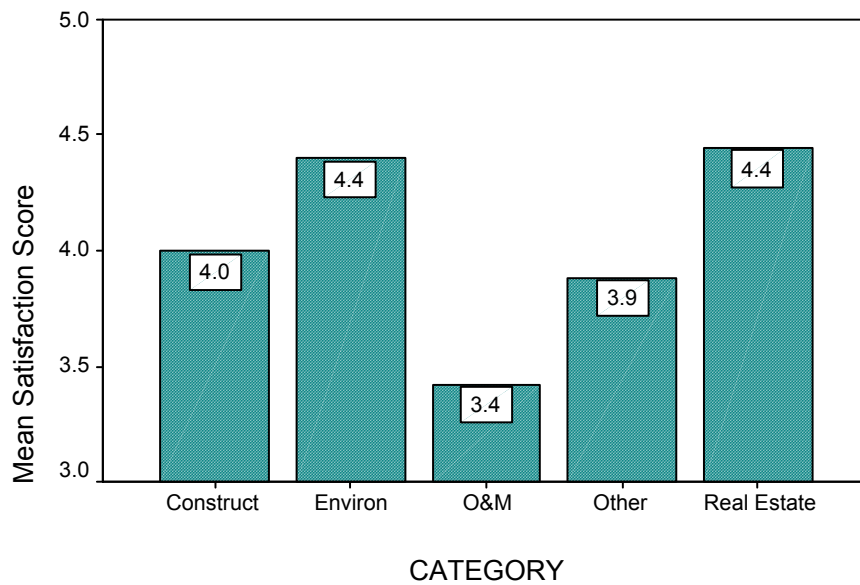
USACE 2001 Military Customer Survey

Funds Mgmt by Work Category



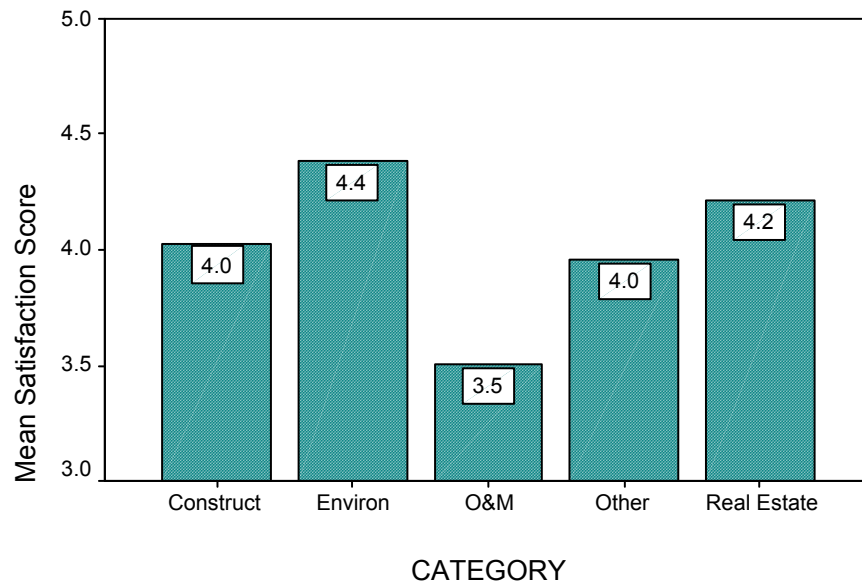
USACE 2001 Military Customer Survey

Future Choice by Work Category



USACE 2001 Military Customer Survey

Overall Satisfaction by Work Category



3.3 Seven-Year Trends by Customer Agency

The Corps Military Customer Satisfaction Survey has been administered for a total of seven years. The following analysis tracks the seven-year trend in customers' assessment of Corps performance juxtaposing the trend in Air Force vs. Army vs. Other customer ratings over time. This analysis summarizes up to 1,321 Air Force, 2,052 Army and 854 Other customers. The numbers of actual valid responses vary by item. The number of surveys received by Agency by year is displayed in Table 10. Additional demographic information, such as the number of responses by Division and District, is shown in Appendix Tables C-5 and C-6.

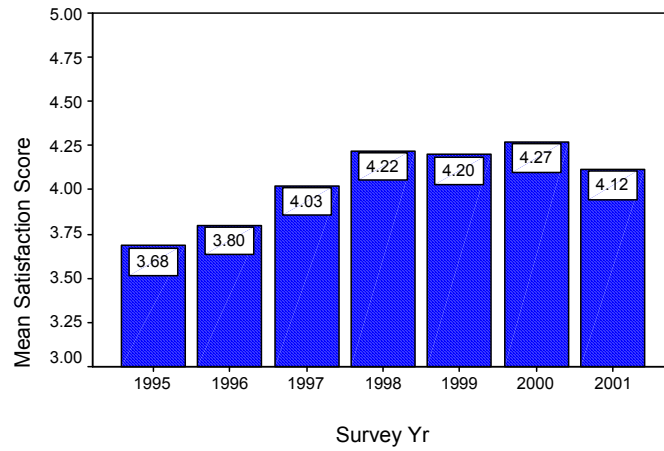
Table 10: 1995-01 Responses by Agency & Survey Year

| | <u>Survey Year</u> | | | | | | | |
|---------------|--------------------|-------------|-------------|-------------|-------------|-------------|-------------|--------------|
| <u>Agency</u> | <u>1995</u> | <u>1996</u> | <u>1997</u> | <u>1998</u> | <u>1999</u> | <u>2000</u> | <u>2001</u> | <u>Total</u> |
| Air Force | 139 | 169 | 241 | 193 | 190 | 184 | 205 | 1321 |
| Army | 243 | 209 | 326 | 341 | 405 | 302 | 226 | 2052 |
| Other | 108 | 79 | 159 | 161 | 150 | 105 | 92 | 854 |
| Total | 490 | 457 | 726 | 695 | 745 | 591 | 523 | 4227 |

Results show that in general, there has been a gradual upward trend at least over the first three years of the survey for all customer groups. That is, for almost every indicator, customer satisfaction has improved since 1995. Although the upward trend continues through FY01 for Army customers, for Air Force customers the upward trend either stabilizes or begins to move downward. However, it is important to note that for most satisfaction indices, the mean scores for Air Force are higher than Army during the earlier years of the survey administration. That is, there was greater room for improvement in Army ratings than Air Force customer ratings. And the apparent stabilization or fall in AF ratings has been sustained for only the recent previous three-year period. This may well be an important leading indicator of a shift in AF customer opinion, but the trend must be monitored to verify that it is a clear pattern of change in ratings. The pattern of ratings for the 'Other' customers is comparable to Army customers. Except that in almost all items ratings in FY00 fell noticeably. And there were more erratic or indeterminate trends in 'Other' customers' ratings over time. The graphs of mean customer responses by year for each customer satisfaction measure follow.

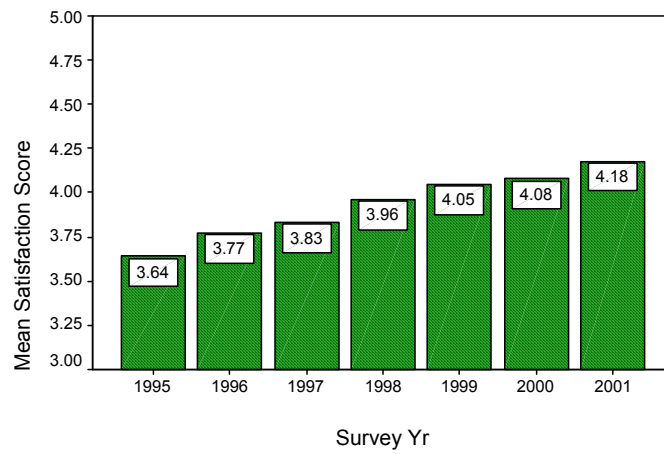
Item 1: Seeks Your Requirements

AF Customers



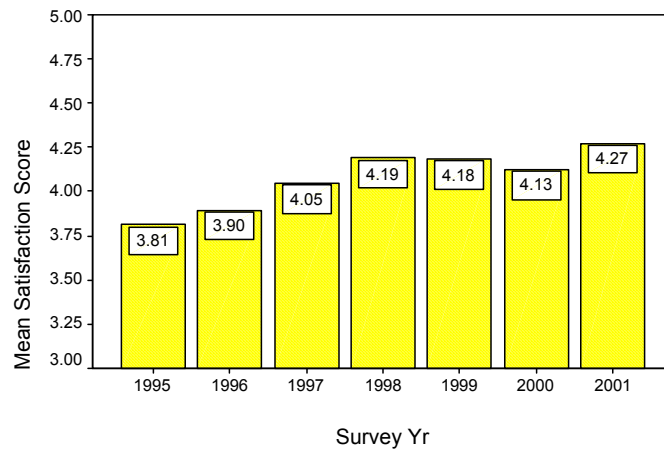
Item 1: Seeks Your Requirements

Army Customers



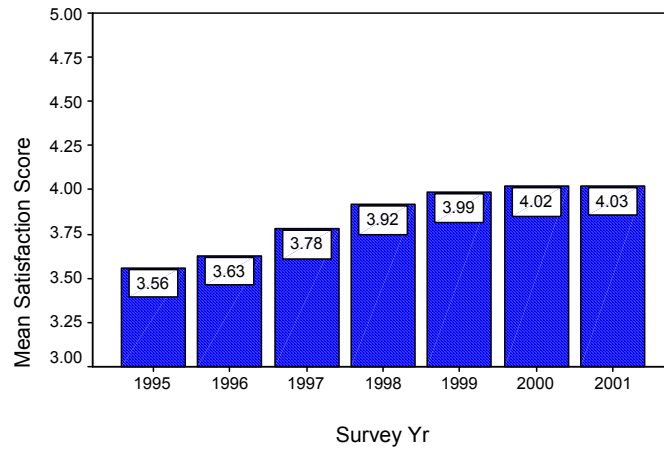
Item 1: Seeks Your Requirements

Other Customers



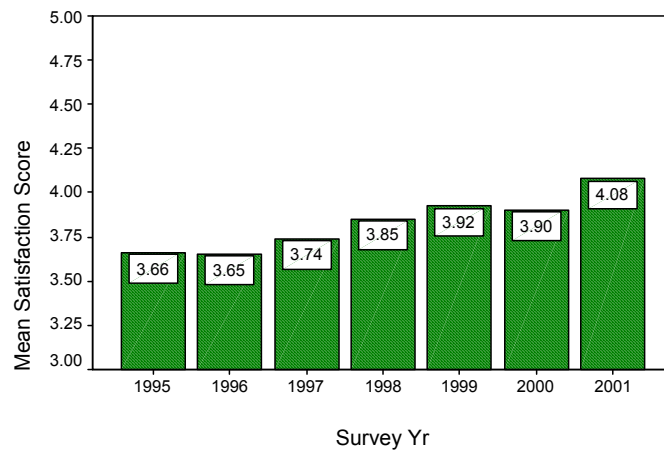
Item 2: Manages Effectively

AF Customers



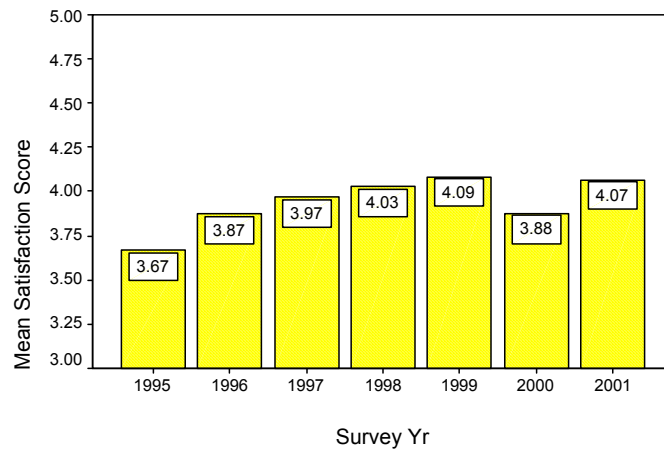
Item 2: Manages Effectively

Army Customers



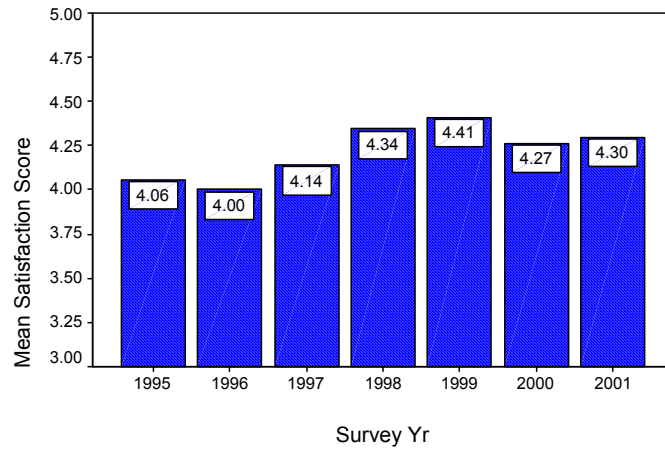
Item 2: Manages Effectively

Other Customers



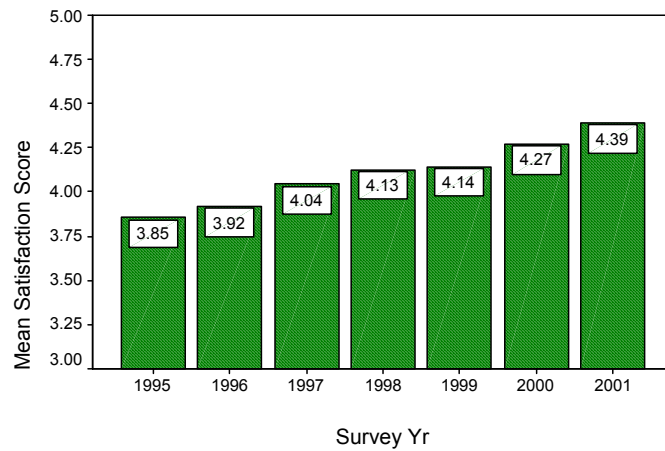
Item 3: Treats You as a Team Member

AF Customers



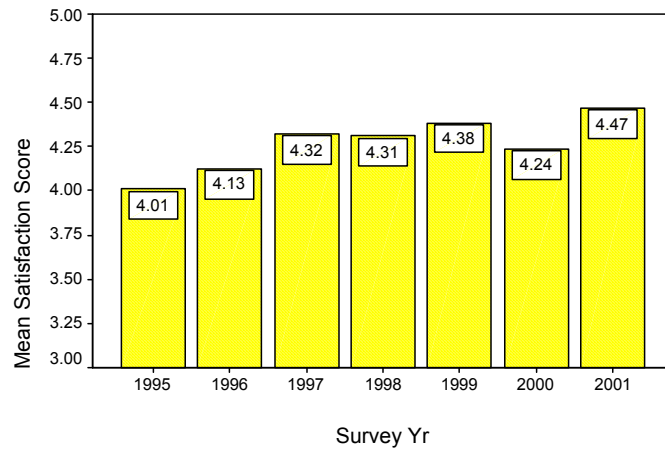
Item 3: Treats You as a Team Member

Army Customers



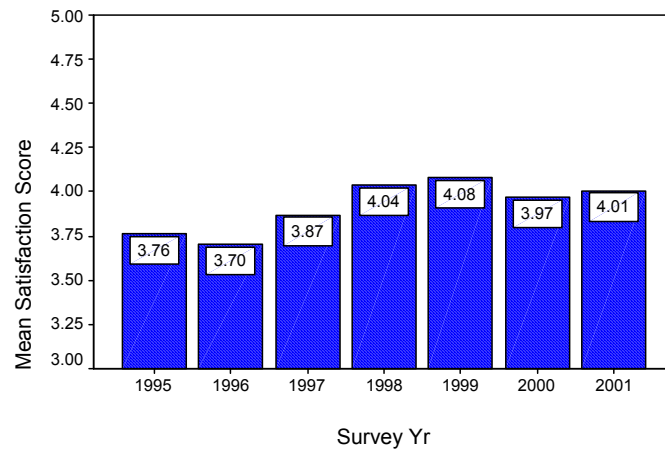
Item 3: Treats You as a Team Member

Other Customers



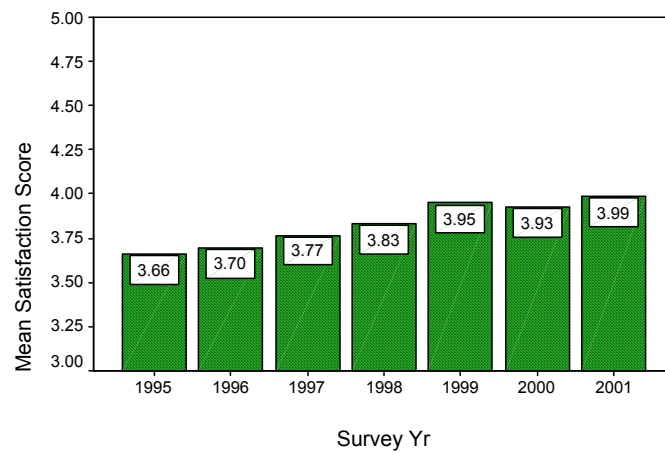
Item 4: Resolves Your Concerns

AF Customers



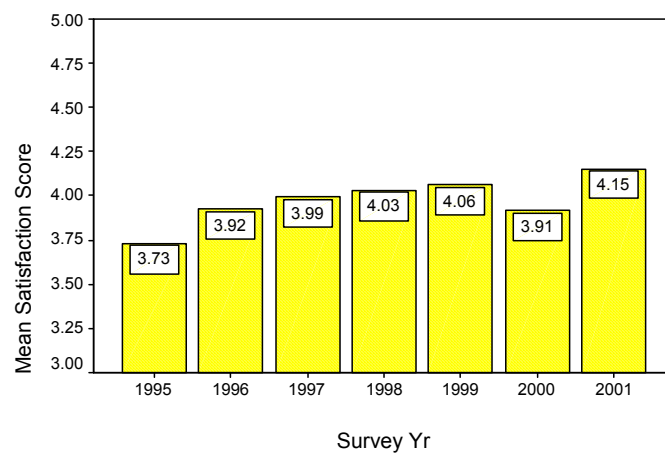
Item 4: Resolves Your Concerns

Army Customers



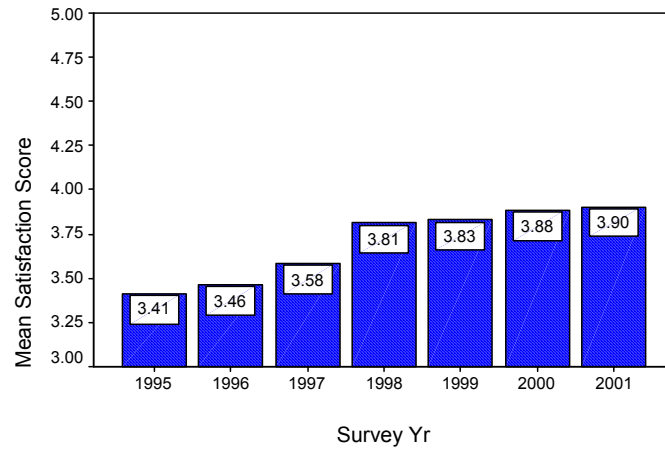
Item 4: Resolves Your Concerns

Other Customers



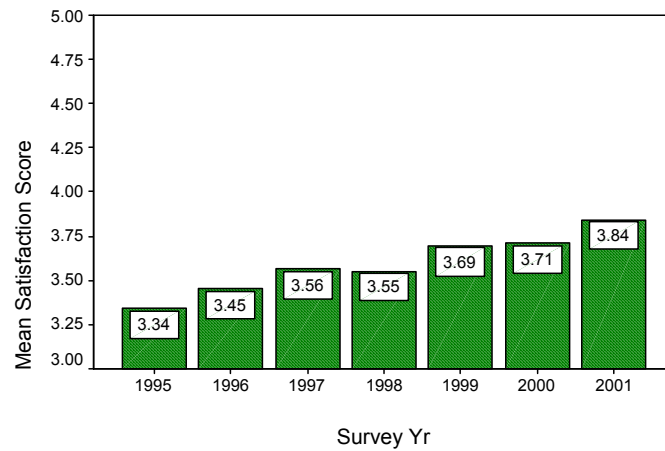
Item 5: Provides Timely Services

AF Customers



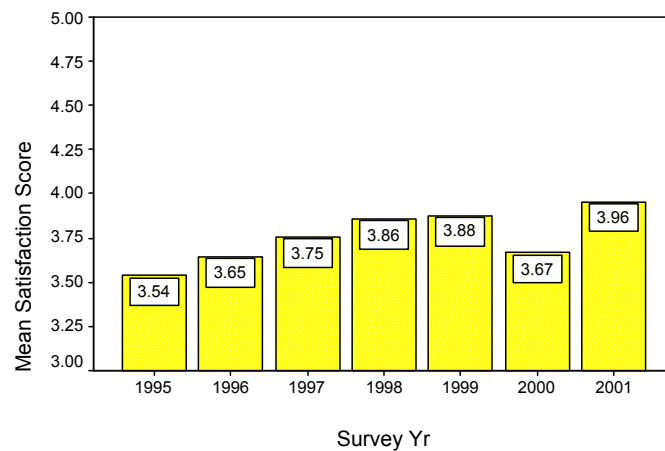
Item 5: Provides Timely Services

Army Customers



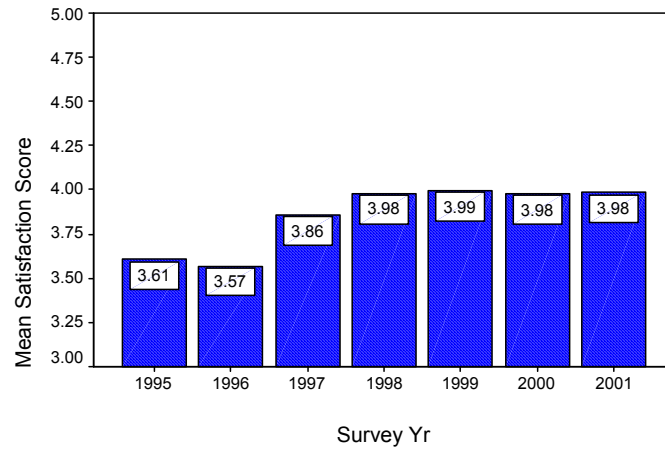
Item 5: Provides Timely Services

Other Customers



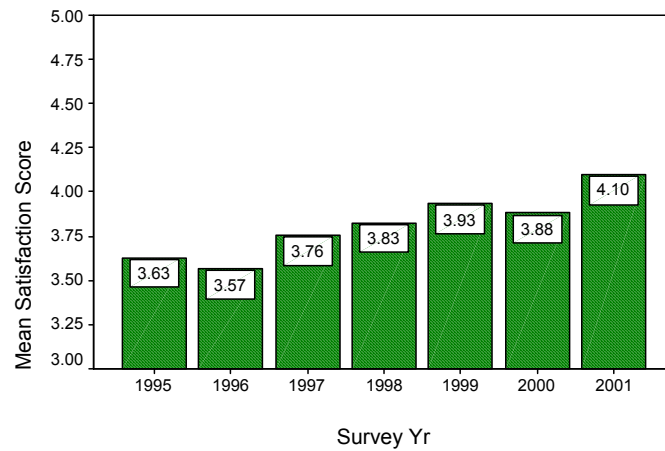
Item 6: Delivers Quality Products

AF Customers



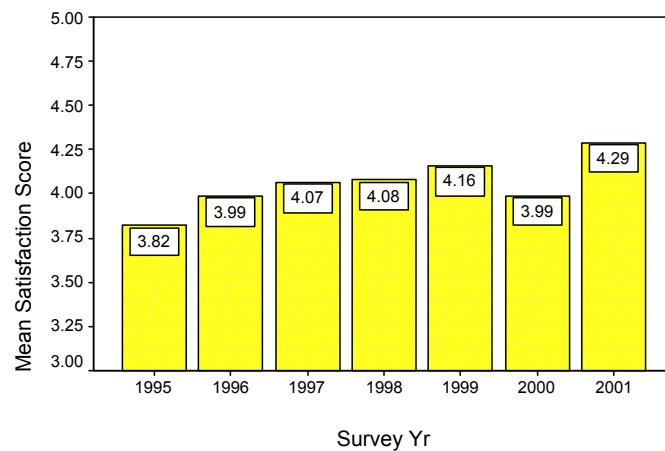
Item 6: Delivers Quality Products

Army Customers

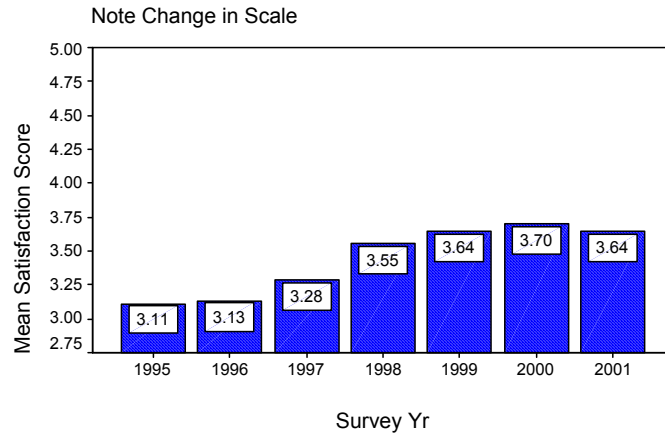


Item 6: Delivers Quality Products

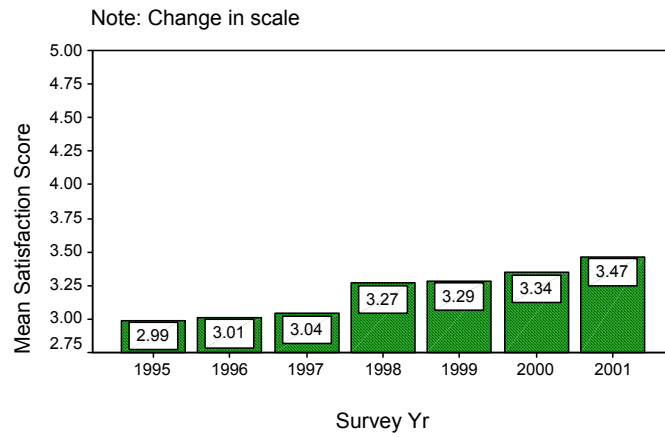
Other Customers



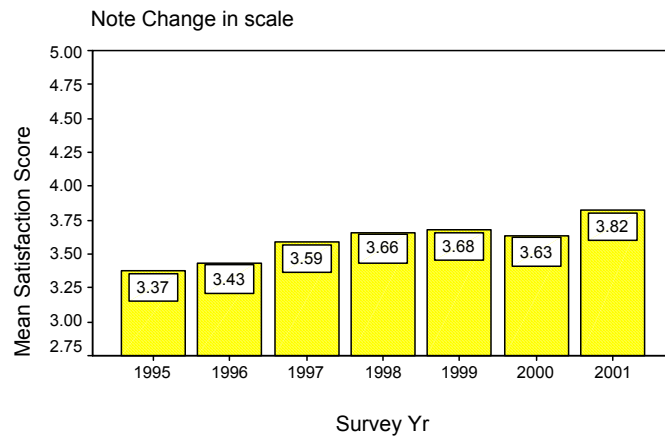
Item 7: Delivers Products at Reasonable Cost
AF Customers



Item 7: Delivers Products at Reasonable Cost
Army Customers

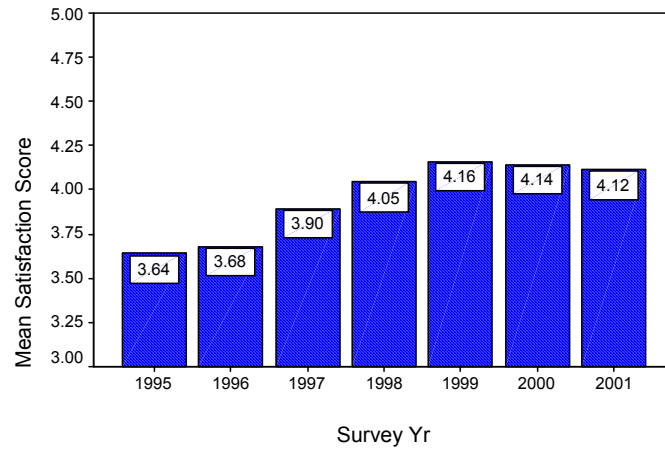


Item 7: Delivers Products at Reasonable Cost
Other Customers



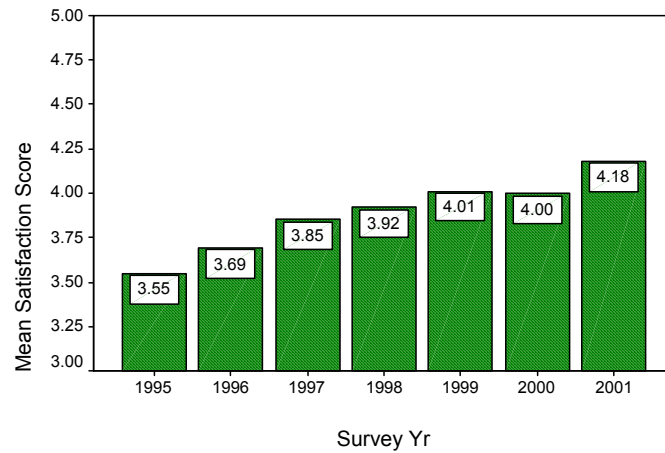
Item 8: Flexible in Responding to Your Needs

AF Customers



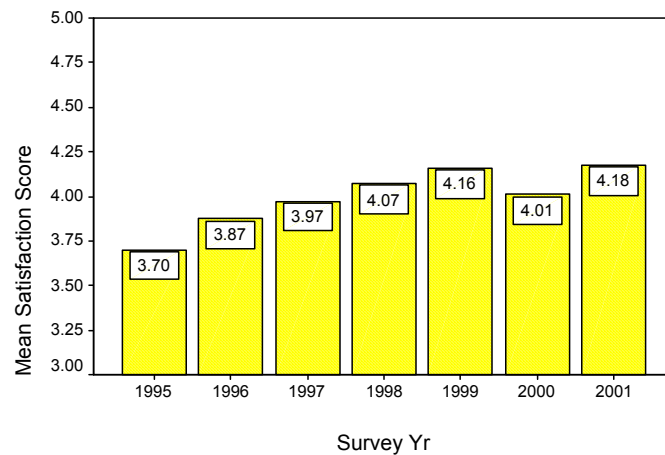
Item 8: Flexible in Responding to Your Needs

Army Customers



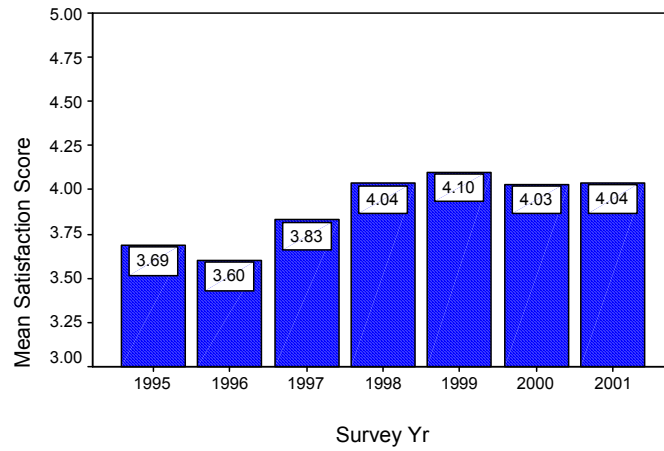
Item 8: Flexible in Responding to Your Needs

Other Customers



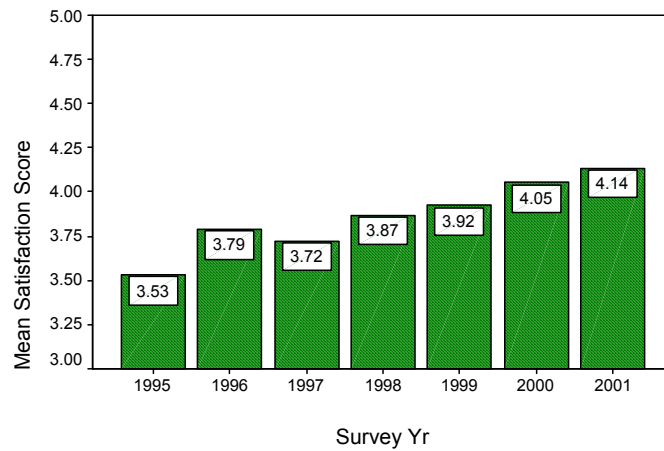
Item 9: Keeps You Informed

AF Customers



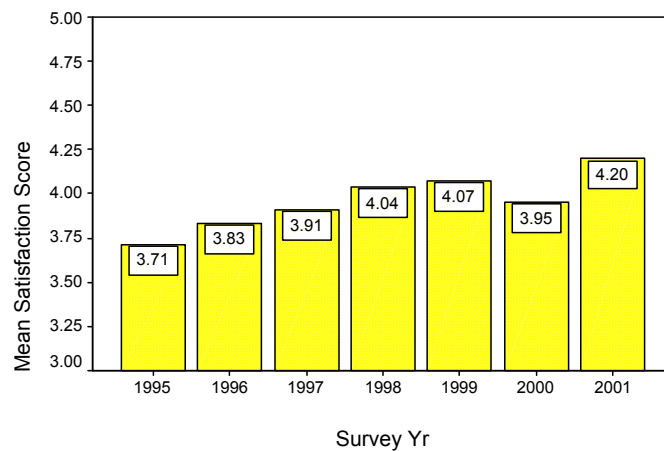
Item 9: Keeps You Informed

Army Customers



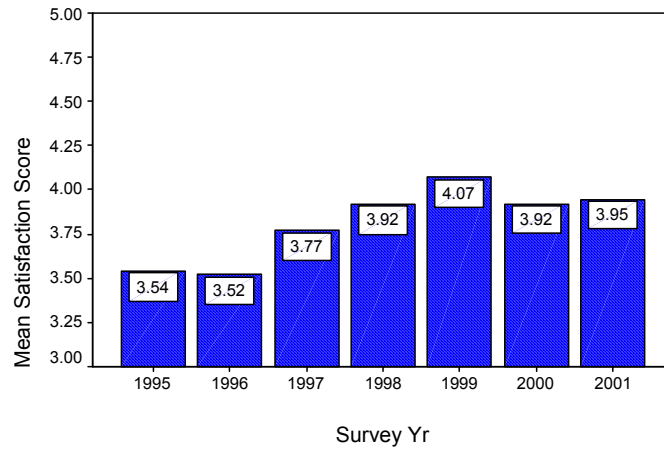
Item 9: Keeps You Informed

Other Customers



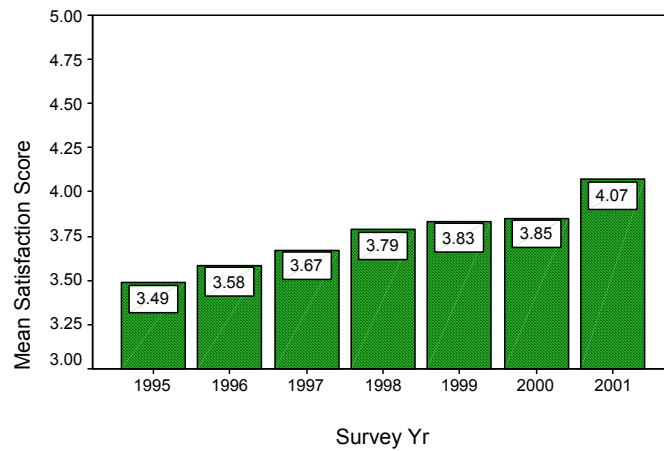
Item 10: Your Choice in the Future

AF Customers



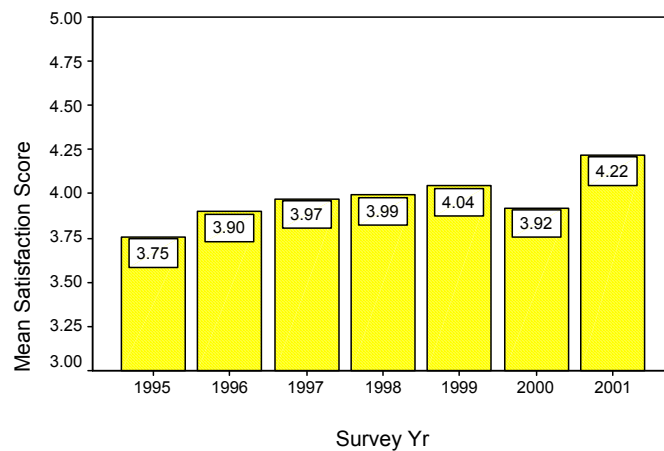
Item 10: Your Choice in the Future

Army Customers



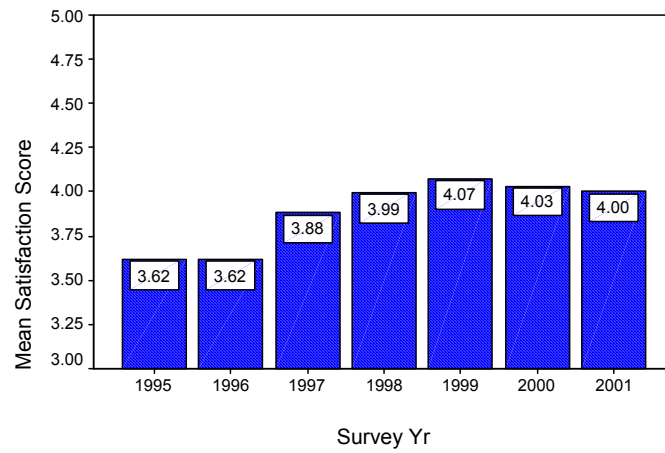
Item 10: Your Choice in the Future

Other Customers



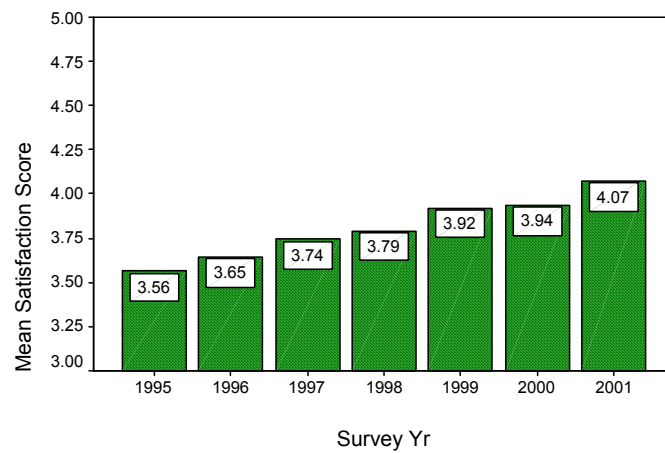
Item 11: Your Overall Satisfaction

AF Customers



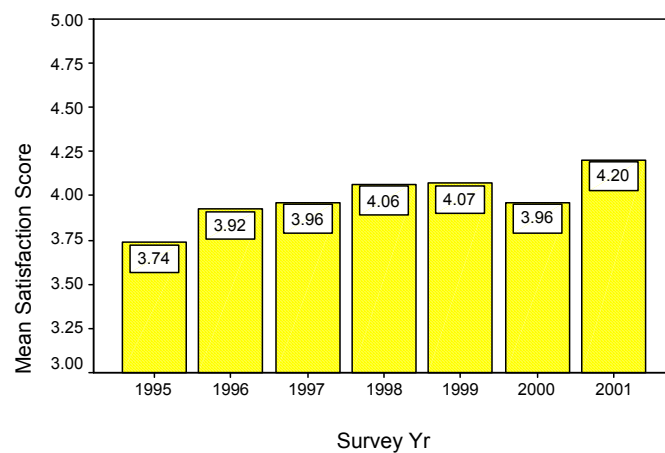
Item 11: Your Overall Satisfaction

Army Customers



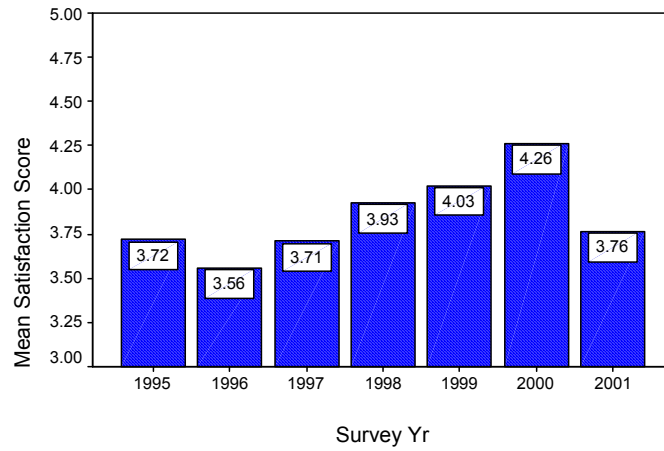
Item 11: Your Overall Satisfaction

Other Customers



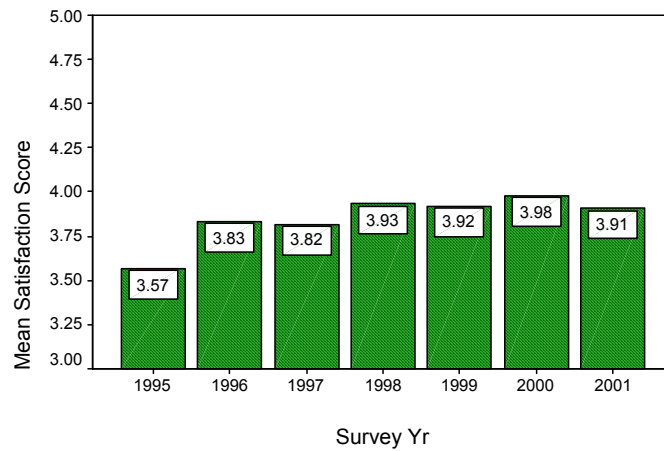
Item 12: Planning Services

AF Customers



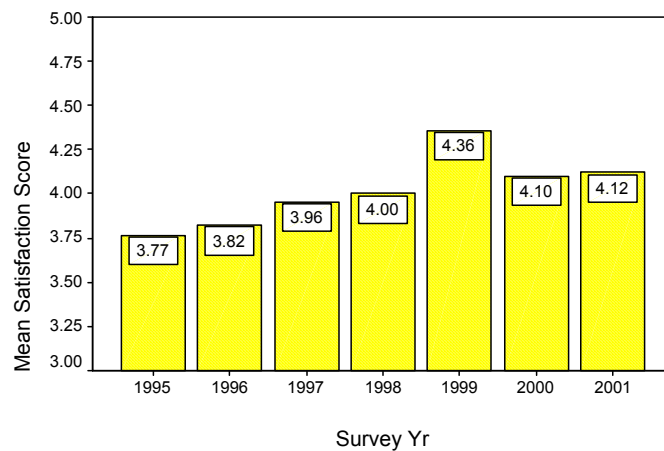
Item 12: Planning Services

Army Customers



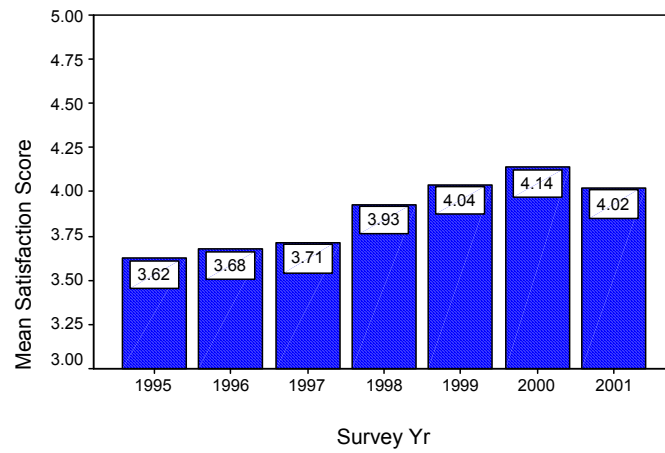
Item 12: Planning Services

Other Customers



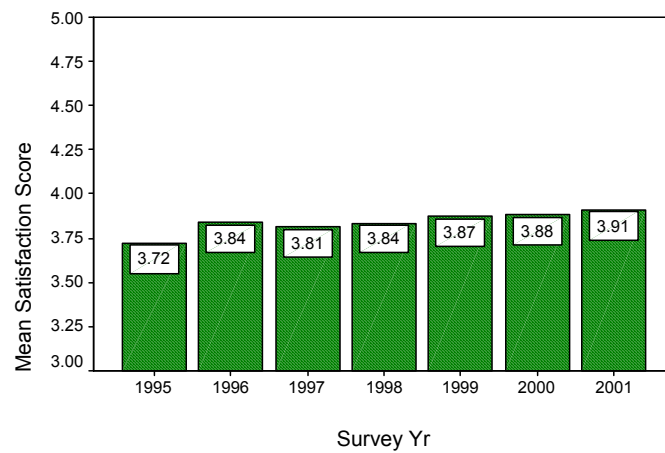
Item 13: Studies & Investigations

AF Customers



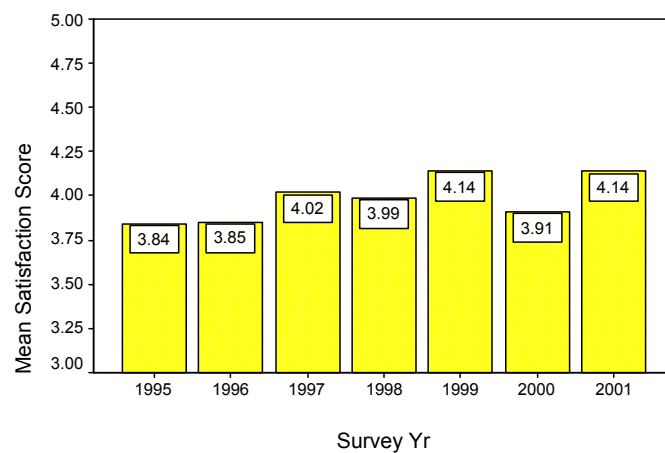
Item 13: Studies & Investigations

Army Customers



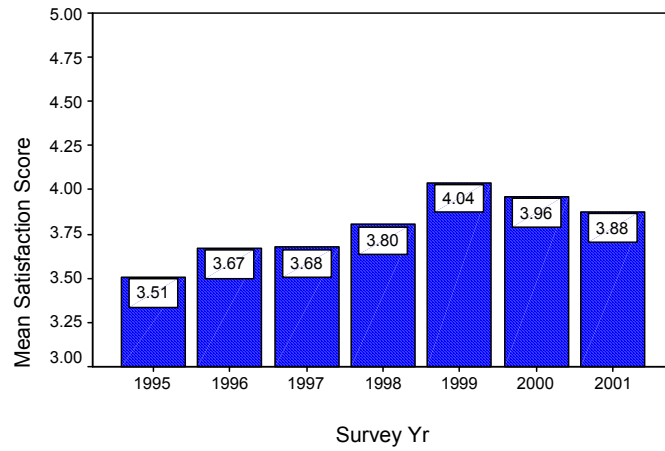
Item 13: Studies & Investigations

Other Customers



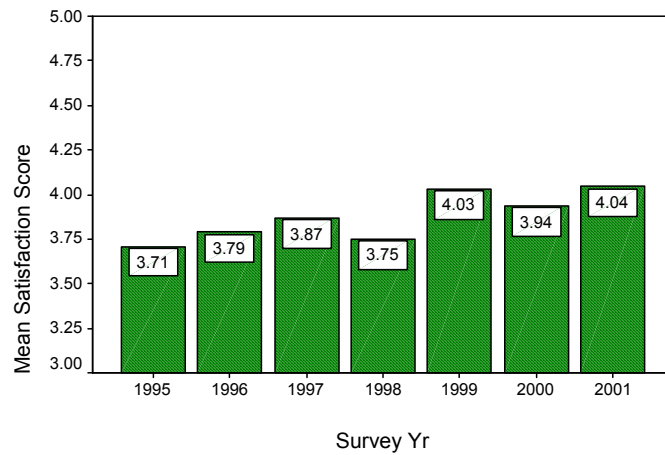
Item 14: Environmental Studies & Surveys

AF Customers



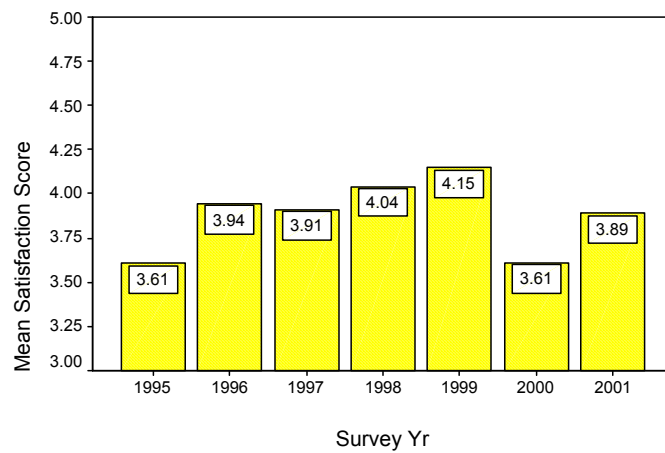
Item 14: Environmental Studies & Surveys

Army Customers



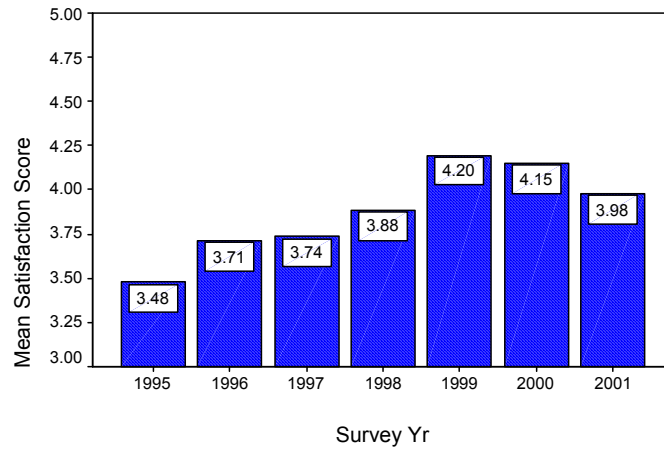
Item 14: Environmental Studies & Surveys

Other Customers



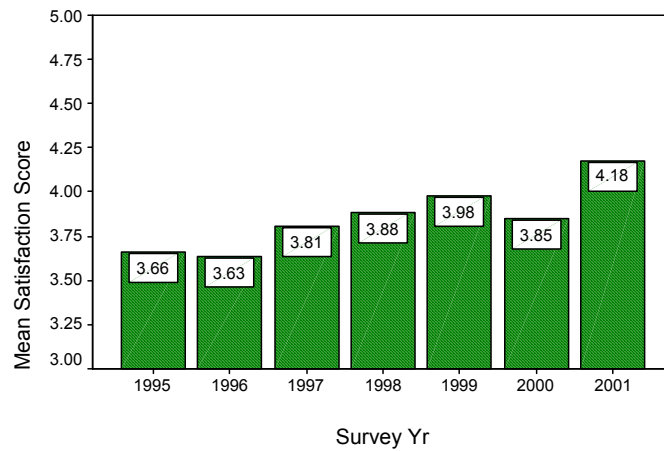
Item 15: Environmental Compliance

AF Customers



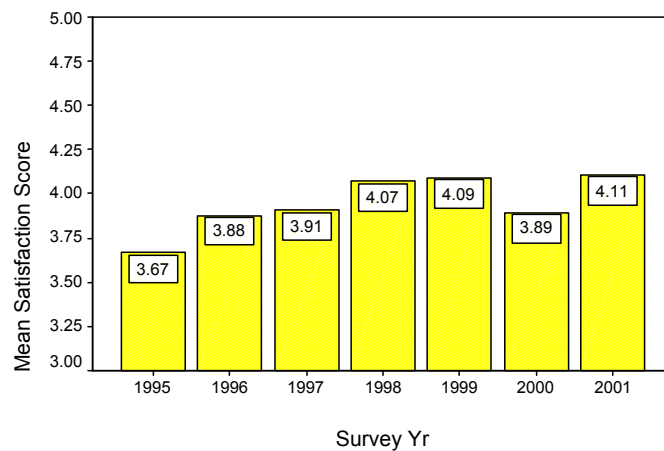
Item 15: Environmental Compliance

Army Customers



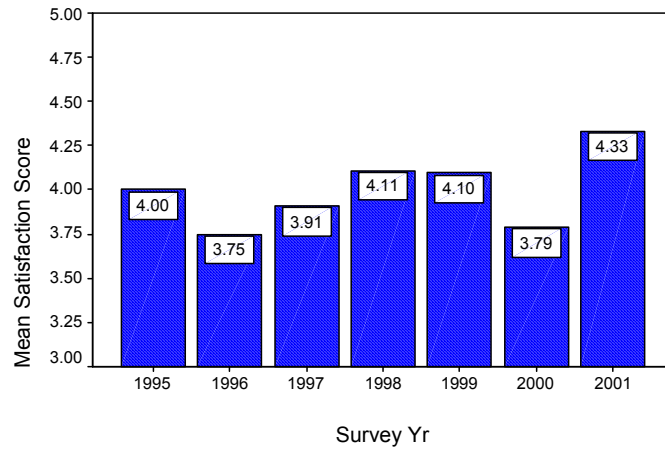
Item 15: Environmental Compliance

Other Customers



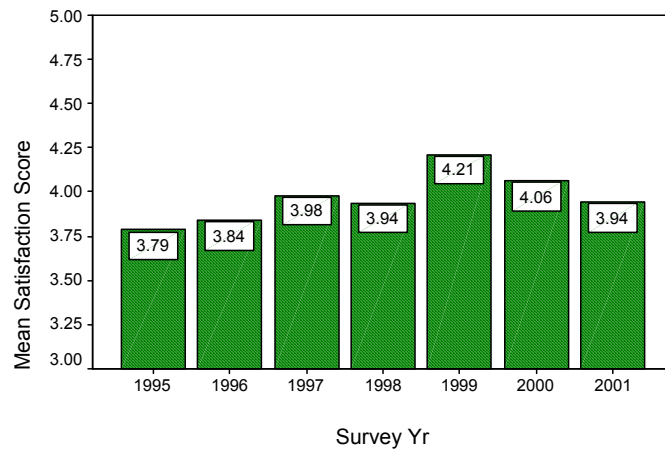
Item 16: BRAC

AF Customers



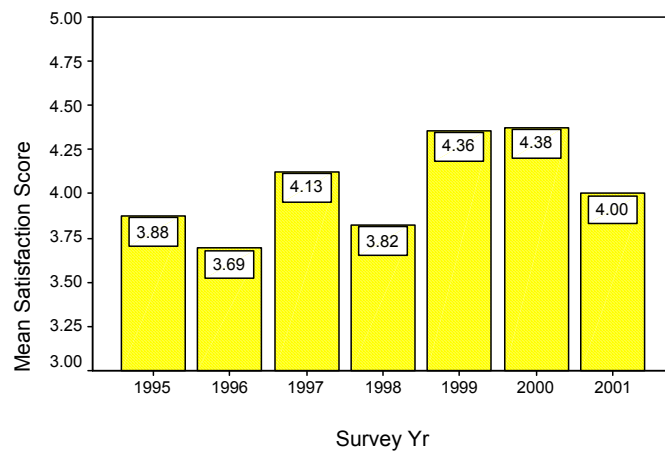
Item 16: BRAC

Army Customers



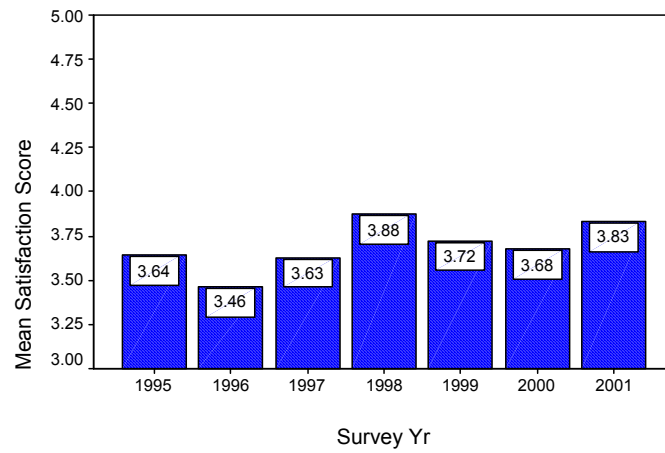
Item 16: BRAC

Other Customers



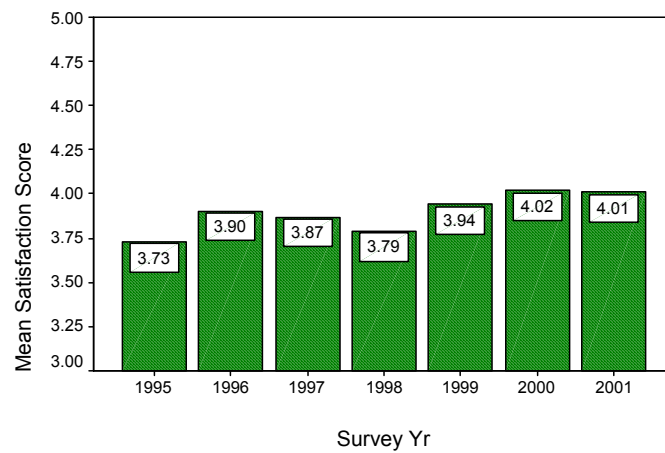
Item 17: Real Estate Services

AF Customers



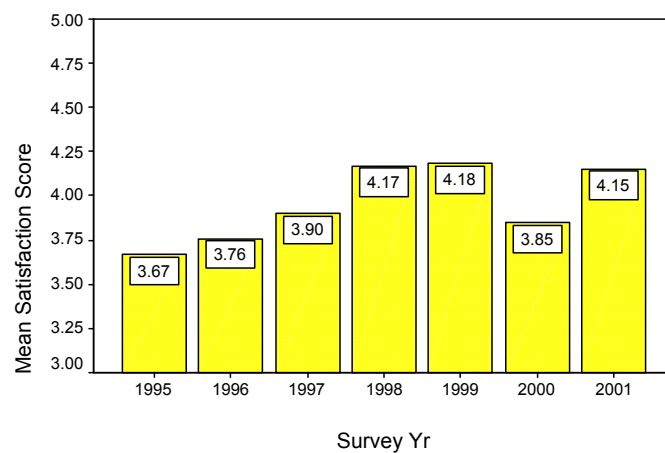
Item 17: Real Estate Services

Army Customers



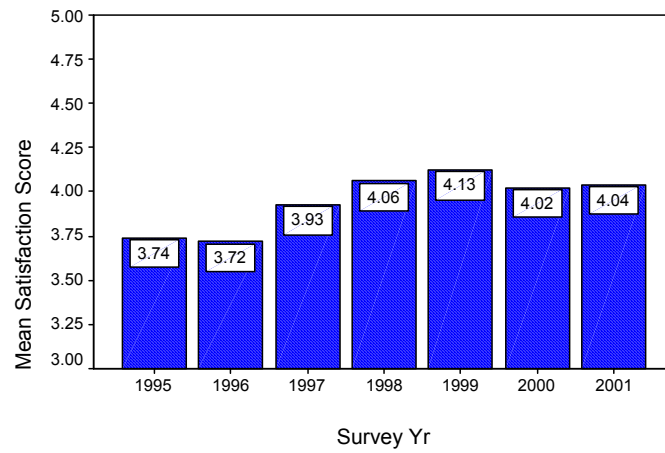
Item 17: Real Estate Services

Other Customers



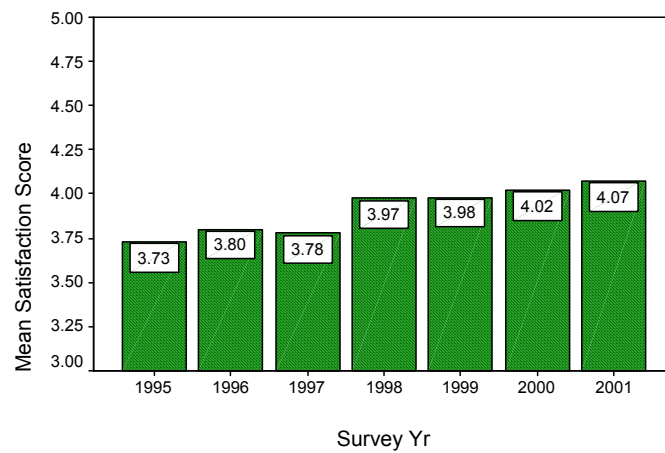
Item 18: Project Management

AF Customers



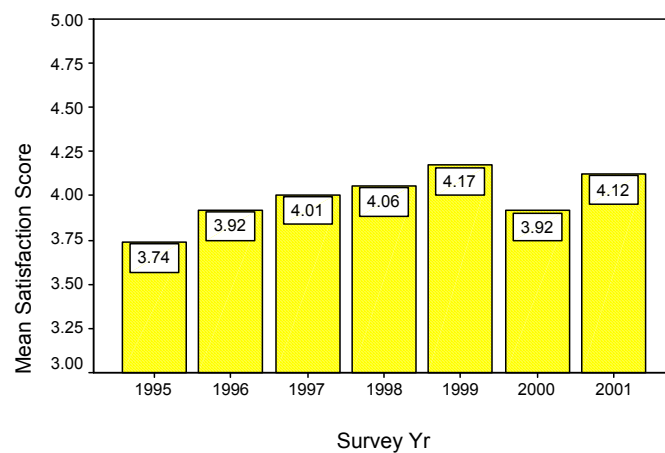
Item 18: Project Management

Army Customers



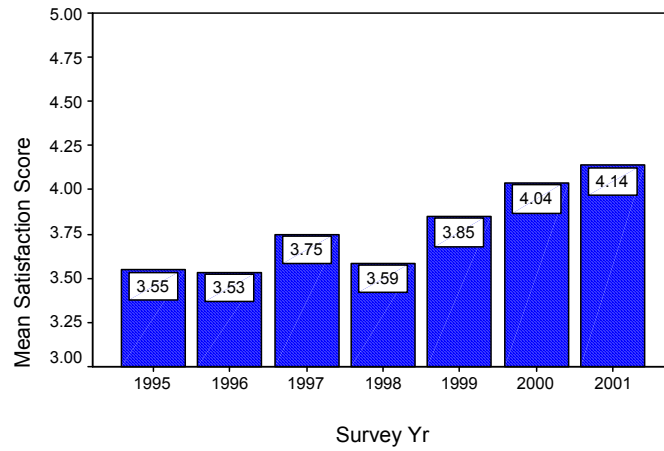
Item 18: Project Management

Other Customers



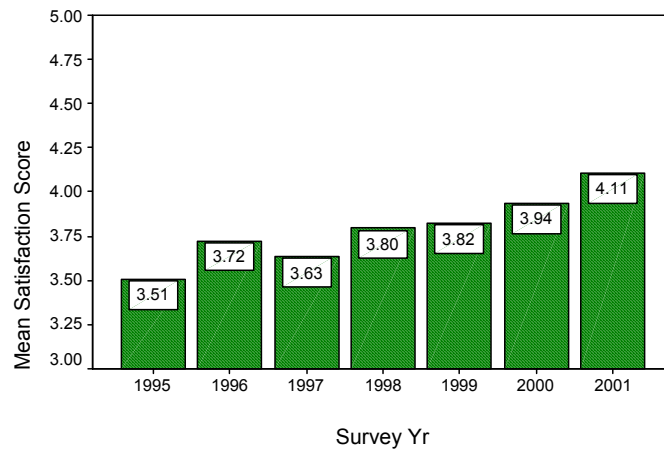
Item 19: Project Documents

AF Customers



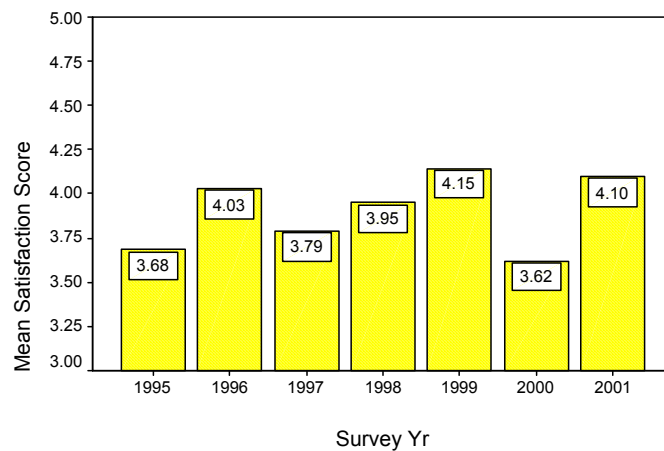
Item 19: Project Documents

Army Customers



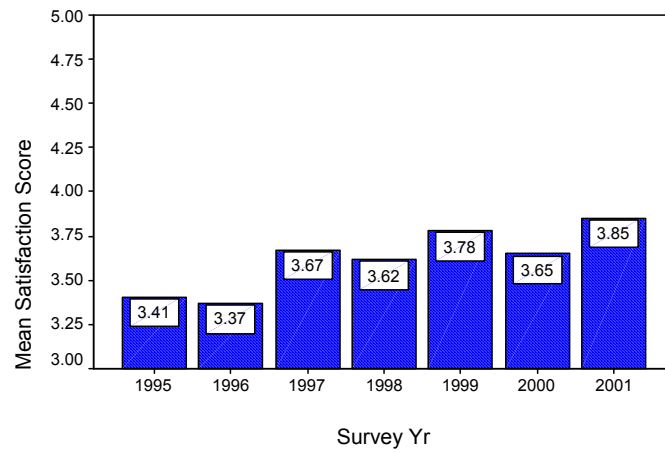
Item 19: Project Documents

Other Customers



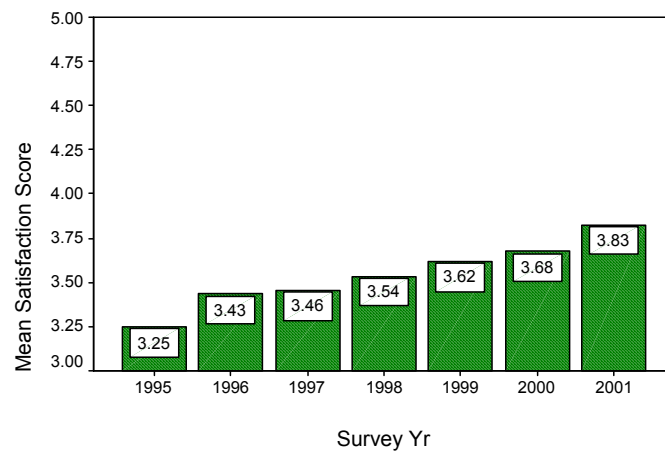
Item 20: Funds Management

AF Customers



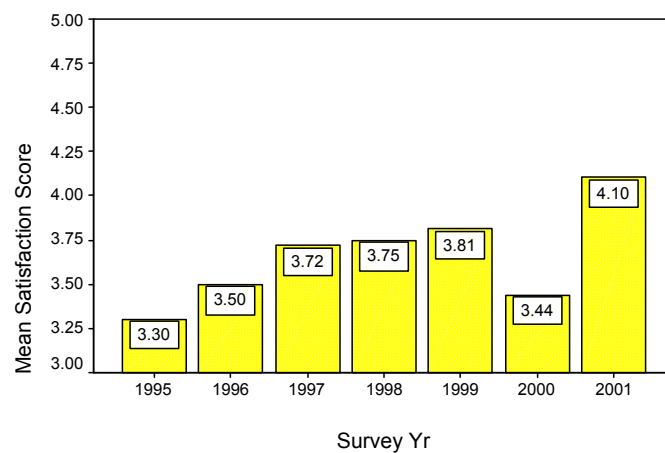
Item 20: Funds Management

Army Customers



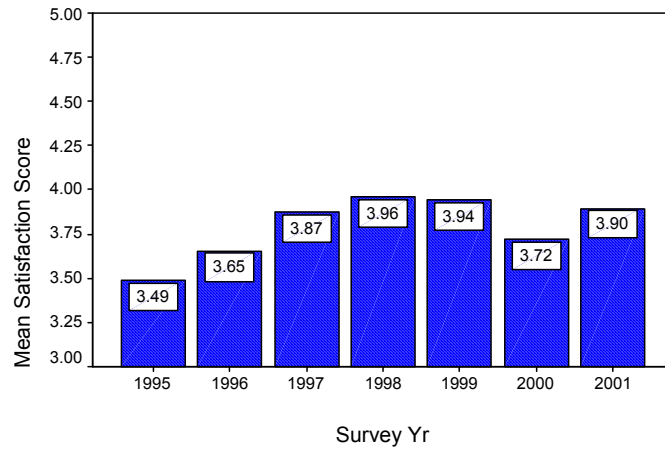
Item 20: Funds Management

Other Customers



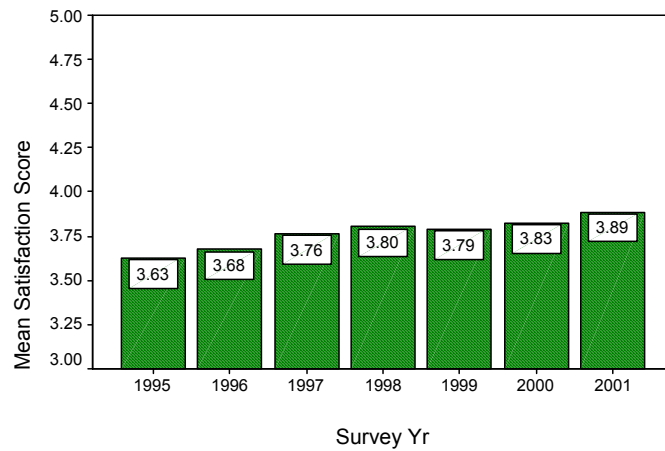
Item 21: A/E Contracts

AF Customers



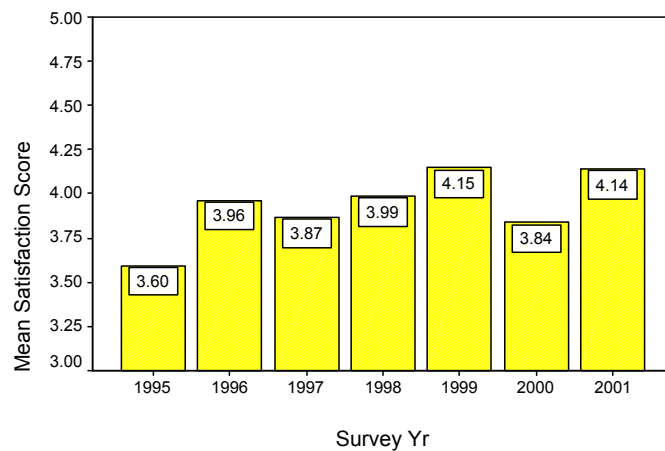
Item 21: A/E Contracts

Army Customers



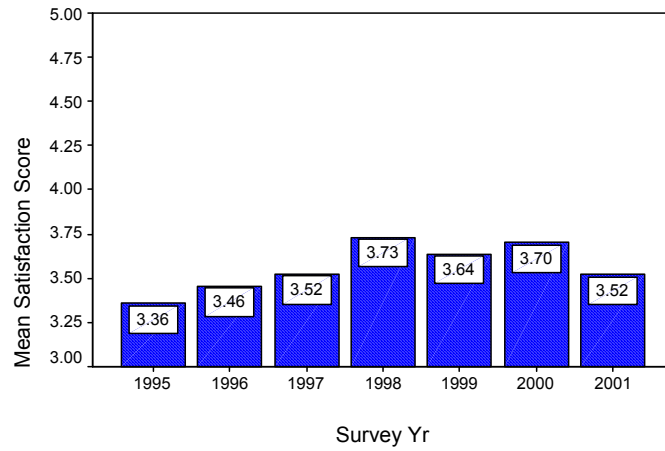
Item 21: A/E Contracts

Other Customers



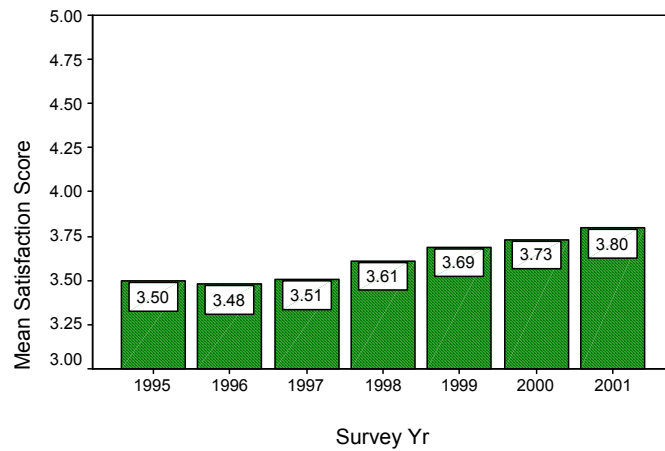
Item 22: Engineering Design Quality

AF Customers



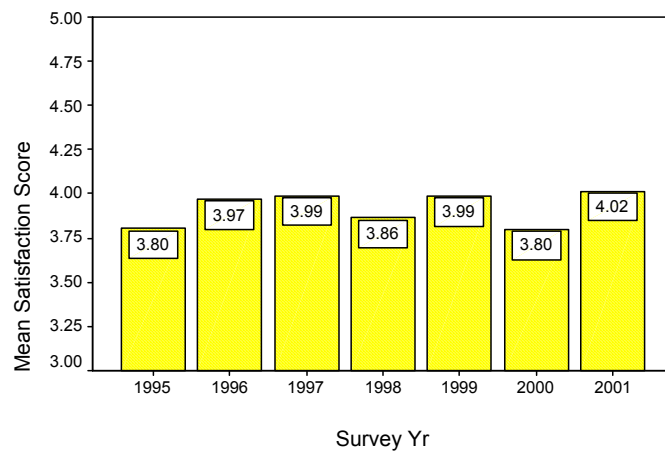
Item 22: Engineering Design Quality

Army Customers



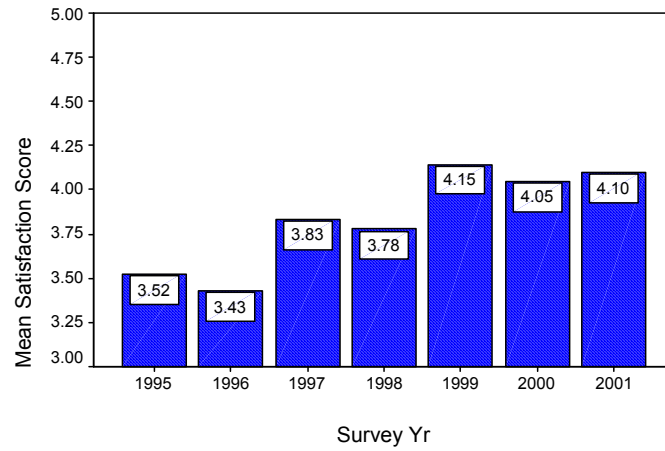
Item 22: Engineering Design Quality

Other Customers



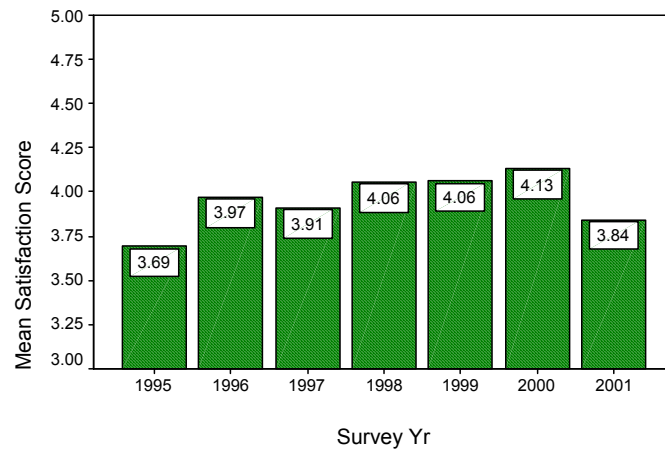
Item 23: Job Order Contracts

AF Customers



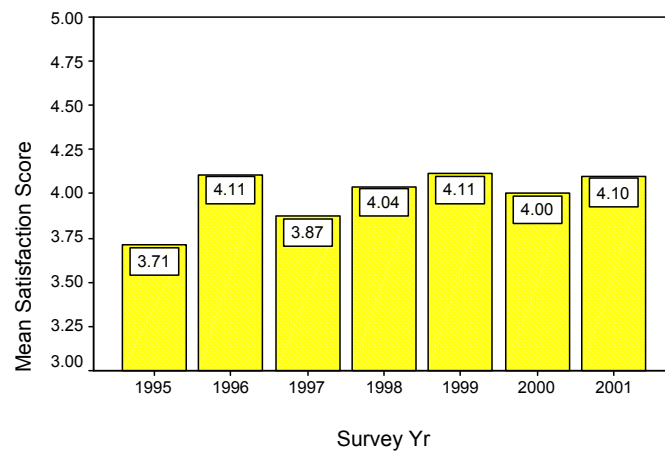
Item 23: Job Order Contracts

Army Customers



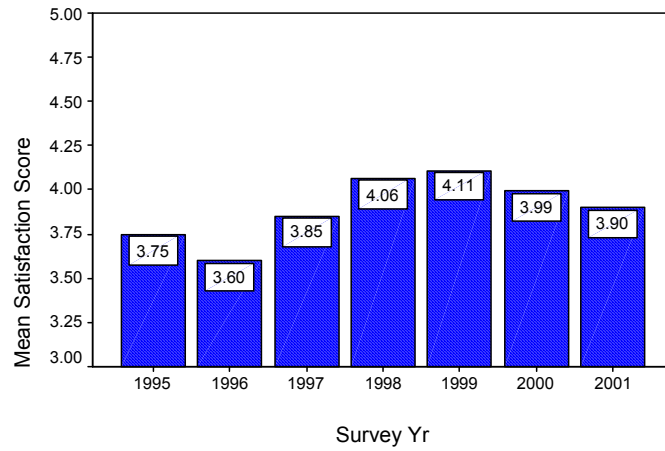
Item 23: Job Order Contracts

Other Customers



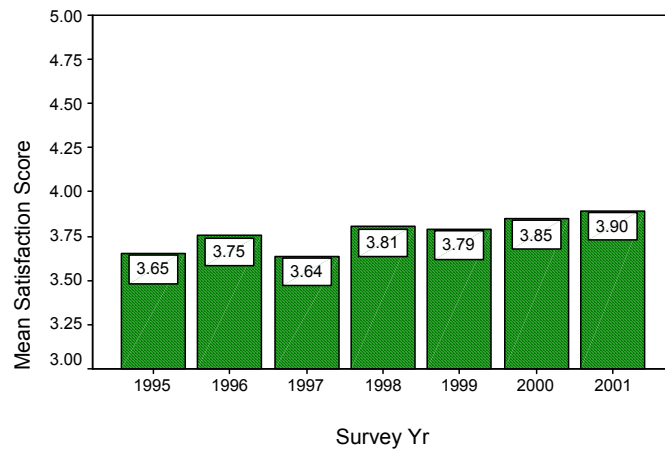
Item 24: Construction Quality

AF Customers



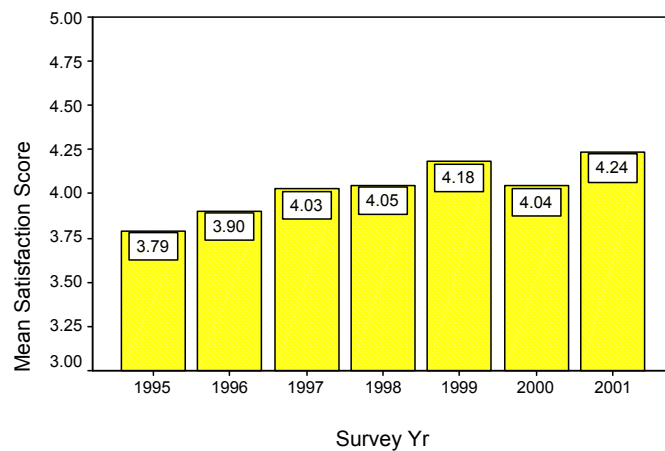
Item 24: Construction Quality

Army Customers



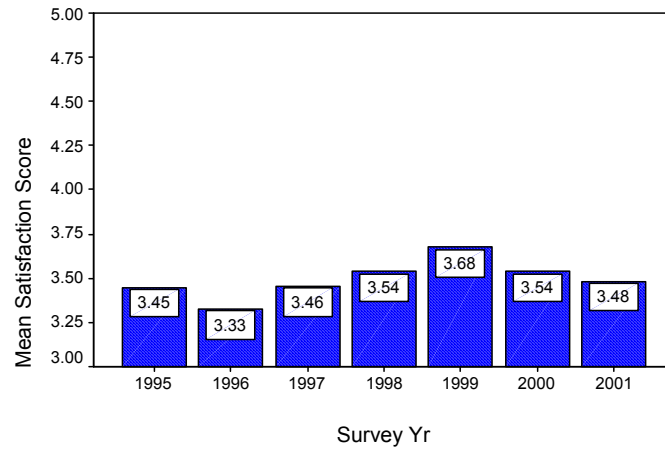
Item 24: Construction Quality

Other Customers



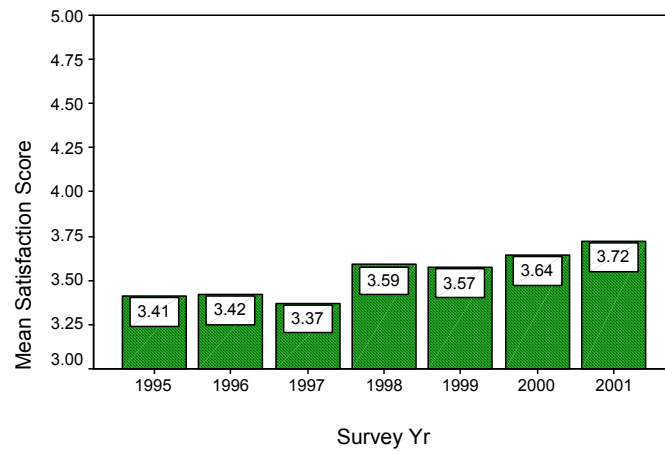
Item 25: Timely Completion of Construction

AF Customers



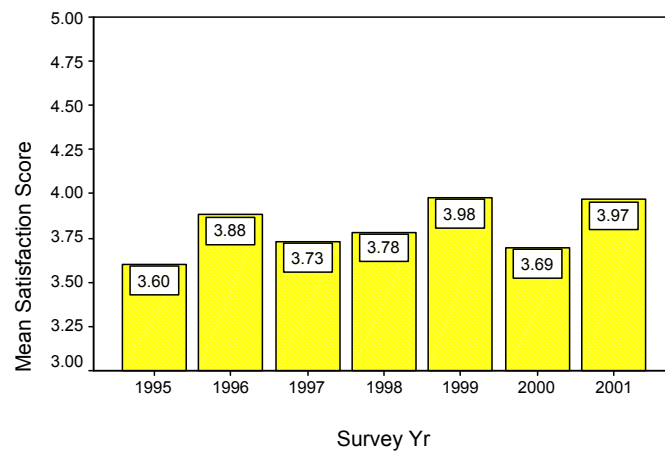
Item 25: Timely Completion of Construction

Army Customers



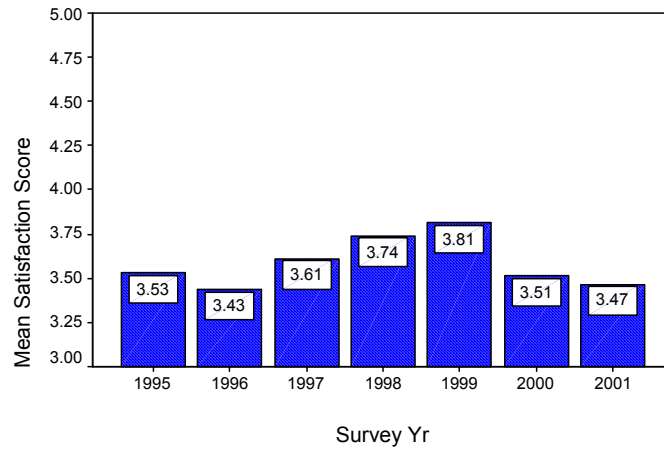
Item 25: Timely Completion of Construction

Other Customers



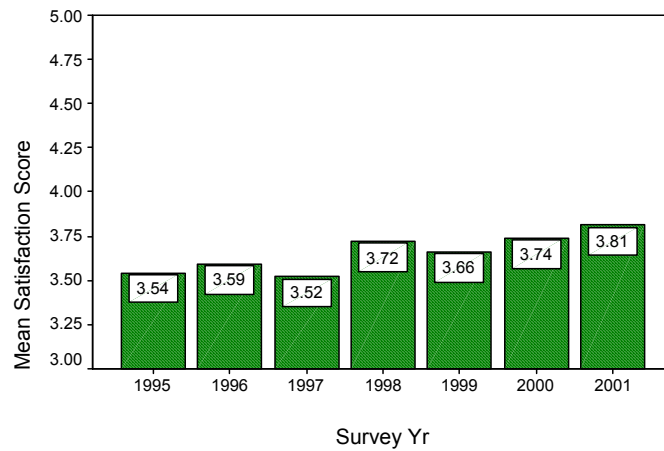
Item 26: Construction Turnover

AF Customers



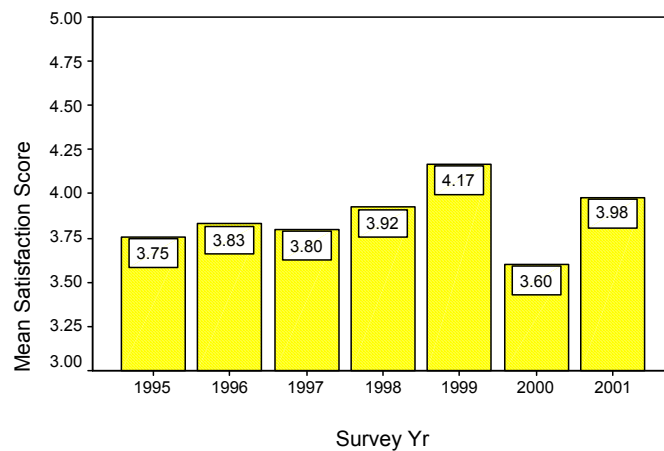
Item 26: Construction Turnover

Army Customers



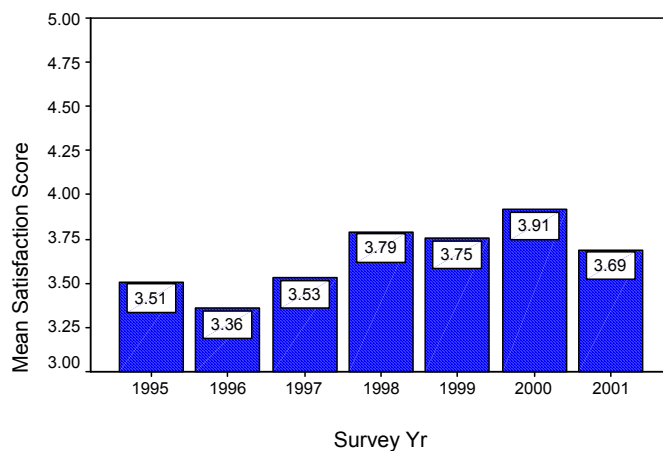
Item 26: Construction Turnover

Other Customers



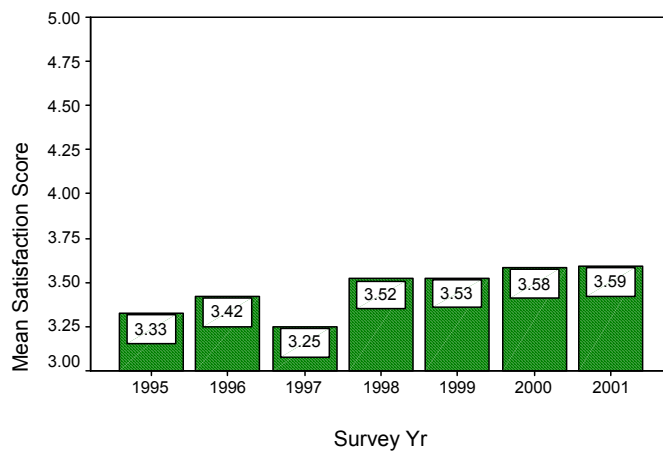
Item 27: Contract Warranty Support

AF Customers



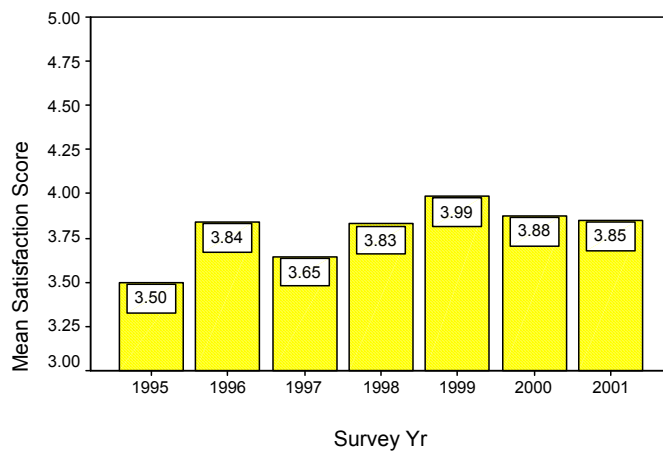
Item 27: Contract Warranty Support

Army Customers



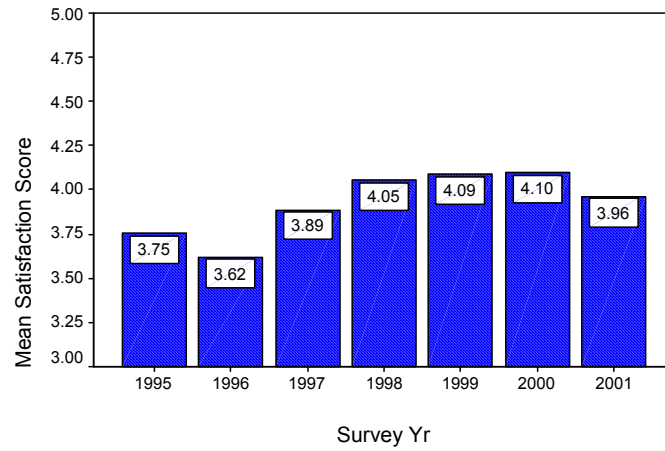
Item 27: Contract Warranty Support

Other Customers



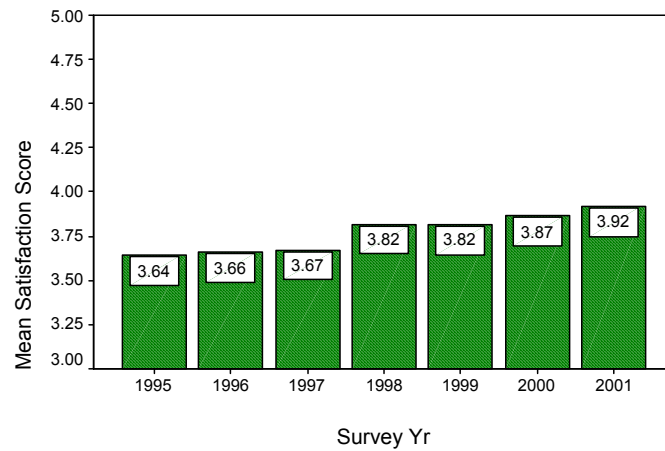
Item 28: End-User Satisfaction

AF Customers



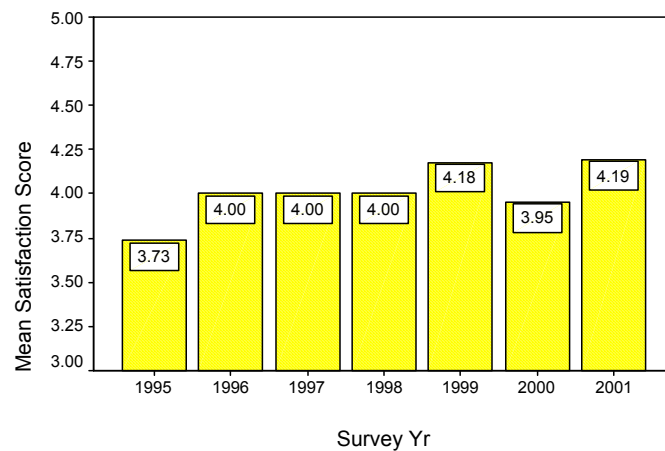
Item 28: End-User Satisfaction

Army Customers



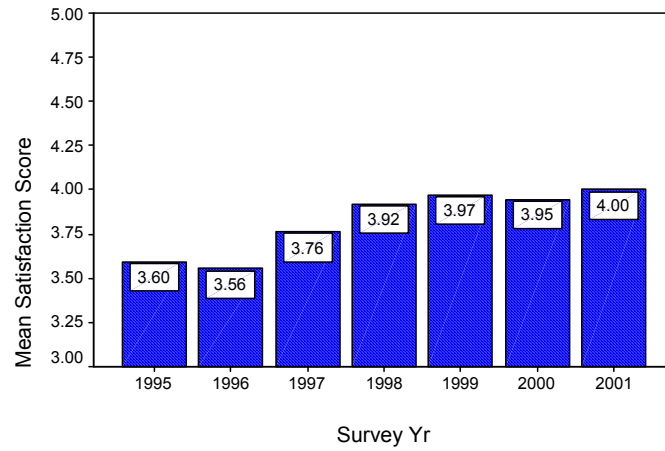
Item 28: End-User Satisfaction

Other Customers



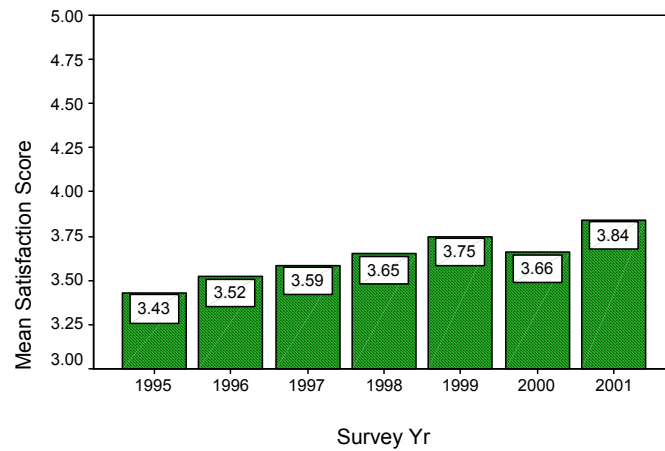
Item 29: Maintainability of Construction

AF Customers



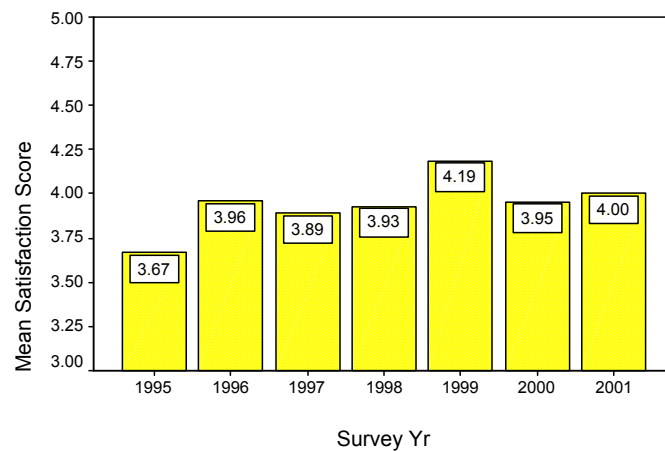
Item 29: Maintainability of Construction

Army Customers



Item 29: Maintainability of Construction

Other Customers



§4. CONCLUSION

The seventh Annual Military Customer Satisfaction Survey has been completed. The objective of this report is to present a corporate analysis of FY01 customer satisfaction ratings and the 7-year trends in customer ratings since the survey began in 1995. A total of 523 customers participated in the FY01 survey. USACE customers may be categorized by their organization: Army, Air Force, and Other that includes Other DoD agencies and SFO⁴ customers. The 'Other DoD' category includes the following customers: AF/Army Reserve, Army National Guard, BRAC, FORSCOM, SOUTHCOM, USMILGP's, NAS Colombia, HQ Marine Corps and US Navy, etc. SFO customers include organizations such as EPA, USGS, FBI, DOE, BOP, etc.

Army customers comprise the largest proportion of the FY01 sample at 43.2 percent followed by Air Force (39.2%) and 'Other' (17.6%). Air Force customers were classified into four categories: ACC, AFMC, AMC and 'Other'. Army customers were classified as FORSCOM, AMC, TRADOC and 'Other'. The vast majority fell into the 'Other AF' (27%) and 'Other Army' (18.7%) category. This result suggests the specific Army and AF organizations are not adequately specified in the survey. The addition of organizations such as AF/Army Reserve, AF Space Command, AETC, etc should be added to the list of agency choices for the following FY. The 'Other AF' category included agencies such as AF Reserve, PACF, AFCEE. Most 'Other AF' customers did not write in their customer agency after selecting the 'Other' category. 'Other Army' included Army Reserve, MEDCOM and Army National Guard.

Customers were asked to identify the primary category of service they received from the Corps organization they rated. Over half of Air Force customers rated construction services; nineteen percent rated environmental services. Customers that checked the other area of services typically wrote in a combination of the listed service areas. Most of these customers (20 %) specified 'Design & Construction'.

There are currently 22 Districts serving military customers. These districts work within nine Corps Divisions/Centers. (Huntsville, U.S. Engineering and Support Center does an independent customer survey). The greatest proportion of responses was received from customers served by Northwest Division at 31.0 percent followed by Pacific Ocean Division at 17.6% and SAD at 17.2%. Seattle and Omaha had the greatest number of valid responses (84 and 68 customers respectively).

The survey consists of two customer feedback sections. The first section contains customer demographic information (name, installation, agency and primary category of services received). Section two contains 32 satisfaction questions. For each service rated, customers were also asked to rate the level of importance of the particular service. Questions 1-11 are of a general nature whereas items 12-32 assess specific services and their level of importance.

⁴ Support for Others: Non-DoD & 100% reimbursable services.

USACE customers are generally satisfied with products and services provided by the Corps of Engineers. All but one general satisfaction item received a median score of '4' ('High'). Item 3: 'Treats Customer as a Team Member' had a median score of '5' ('Very High'). The majority of responses (55 percent or more) were positive for all eleven general performance questions. The three most highly rated items in this year's survey were 'Treats You as a Team Member' rated positively by 85.6 percent of respondents; 'Seeks Your Requirements' (80.7%) and 'Displays Flexibility' rated high by 79.8 percent. The three indices that elicited the greatest number of negative ratings were; 'Reasonable Cost' rated at 14.3 percent; and 'Provides Timely Services' at 10.9% and 'Would be Your Choice for Future Projects' at 10.4 percent.

Two of the more critical items in the survey as 'bottom line' indicators of customer satisfaction are Items 10: 'Would be Your Choice for Future Projects/Services' and Item 11: 'Your Overall Level of Customer Satisfaction'. With respect to Item 10, 73.7 percent of customers in the sample indicated the Corps would be their choice in the future. Conversely, a total of 10.4 % responded USACE would NOT be their choice for future projects and 15.9% were non-committal. For customers' overall level of satisfaction (Item 11), 77.0% responded positively, 8.2% negatively and 14.8% fell in the mid-range category.

The overall tenor of customers' opinions of the specific services items (Items 12-32) was approximately the same as the general satisfaction items. A large number of customers left one or more items blank in this section. The average percentage of non-response was 51 percent of the sample. The proportion of the sample who did not rate a specific service ranged from as low as 19.3 percent on Item 18: 'Project Management Services' to a high of 89.3 percent on Item 30: 'Privatization Support'. Due to the very low response rate on this item and Items 16 (BRAC) and Item 31: 'IS Checkbook Services', these items will not be included in the following comparisons among specific services.

All specific services items received median scores of '4' (high). Negative responses or those falling in the 'Very Low' to 'Low' categories comprised no more than 16.4 percent of total responses for all questions. The proportion of high ratings for the specific services items (excluding 'BRAC', 'Privatization Support' & 'IS Checkbook Services'), ranged from 60.3 percent to 77.3 percent. The top three most highly rated items were 'Environmental Compliance (77.3% high ratings), 'PM Forward Services (77.2%) and 'Project Documentation' (76.9%). The specific services that received the lowest ratings were Item 25: 'Timely Construction' rated low by 16.4 percent of respondents, 'Construction Turnover' (13.8%) and 'Warranty Support' at 12.3% low ratings.

Customers were also asked to rate the importance of each General Satisfaction and Specific Services item. Almost all items received a 'Very High' importance score. Due to the limited variability of responses on the importance scores, these questions produce very little useful additional information that is not available in the analysis of the satisfaction ratings items. It is suggested they be considered for exclusion in future surveys.

This report presents several comparative analyses customer subgroups for FY01 and historically. Customer ratings by agency were compared (AF vs. Army vs. Other). For FY01, ratings provided by Other Customers were statistically significantly higher than AF, Army or both for Quality Product, Reasonable Cost, Engineering Design, Construction Quality Timely Construction and Construction Turnover. Additionally, the seven-year trends in customer ratings by Air Force vs. Army vs. Other are presented.

Results show that in general, there has been a gradual upward trend at least over the first three years of the survey for both customer groups. For almost every indicator, customer satisfaction has improved since 1995. Although the upward trend continues through FY01 for Army customers, for Air Force customers the upward trend either stabilizes or begins to move downward slightly. However, it is important to note that for most satisfaction indices, the mean scores for Air Force are higher than Army during the earlier years of the survey administration. That is, there was greater room for improvement in Army ratings than Air Force customer ratings. And the apparent stabilization or fall in AF ratings has been sustained for the recent previous three-year period. This may well be an important leading indicator, but the trend must be monitored to verify that it is a clear pattern of change in ratings.

Customer ratings by 'Category of Work' were compared for the eleven general satisfaction indicators plus 'Project Management' and 'Funds Management'. Category of work included Construction, Environmental, O&M, Other and Real Estate. The Other category comprised primarily combinations of services (e.g. "Design & Construction"). Ratings in the Environmental work category were consistently the highest whereas O&M work was consistently rated the lowest. For all but one satisfaction indicator, the differences among work categories were statistically significant.

Customers were given the opportunity to provide comments or suggestions for improvement of Corps' services. A total of 316 (60.4%) customers submitted comments. Of these, 145 (46%) made favorable comments; 77 (24%) made negative comments, 75 (24%) customers' comments contained mixed information (positive and/or negative and/or /informational statements) and 23 (7%) respondents' comments were purely informational in nature, neither positive nor negative. The three most frequently cited comments are 'Compliments to individuals/staff' (96 customers), 'Overall good job' (67 customers) and 'Service has improved' (38 customers). A breakdown of customer comments by agency (AF/Army/Other) is presented in the body of the report.

APPENDIX A

Section I - Customer Information

11

Please Select One

Please Select One

| |
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| |
|--|

Please Select One

[illegible]

| | | | | | | | | | | | | | |
|-----|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 8. | Is flexible in responding to your needs. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 9. | Keeps you informed. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 10. | Would be your choice for future products and services. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 11. | Your overall level of satisfaction. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 12. | Planning services (e.g., Master Planning) | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 13. | Studies and Investigations | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 14. | Environmental Studies and Surveys | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 15. | Environmental Compliance and Restoration | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 16. | Base Realignment and Closure Support | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 17. | Real Estate Services (e.g., Acquisition, Disposal, Leases, etc.) | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 18. | Project Management Services | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 19. | Project Documentation (DD 1391, etc.) | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 20. | Funds Management and Cost Accounting | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 21. | Architect-Engineer Contracts | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 22. | Engineering Design Quality | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 23. | Job Order Contracts | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 24. | Construction Quality | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 25. | Timely Completion of Construction | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 26. | Construction Turnover | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 27. | Contract Warranty Support | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 28. | End-User Satisfaction with Facility | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 29. | Maintainability of Construction | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 30. | Privatization Support | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 31. | Installation Support (IS) direct checkbook services | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 32. | PM Forward Services | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Comments/Suggestions

APPENDIX B

FY01 USACE Customer Organizations

| <u>Organization</u> | <u>#</u> | <u>%</u> |
|--------------------------------|----------|----------|
| Unknown | 4 | 0.8 |
| 1 CES | 1 | 0.2 |
| 1115th Signal Battalion | 1 | 0.2 |
| 120 Fighter Wing Montana ANG | 1 | 0.2 |
| 14 CES Columbus AFB, MS | 1 | 0.2 |
| 160th SOAR (A) | 1 | 0.2 |
| 173 CES/CEPR | 1 | 0.2 |
| 19th TSC DBO | 2 | 0.4 |
| 1CES/CECN Langley AFB | 1 | 0.2 |
| 21 Space Wing, Clear AFS, Alas | 1 | 0.2 |
| 254 RHF/CEWR | 1 | 0.2 |
| 3 CES | 2 | 0.4 |
| 305 Civil Eng Sq | 1 | 0.2 |
| 336 TRSS/LGL | 1 | 0.2 |
| 341 CES/CC | 1 | 0.2 |
| 352 ECES/CEC | 1 | 0.2 |
| 354 CES/CEVQ | 1 | 0.2 |
| 355 CES Davis-Monthan AFB AZ | 1 | 0.2 |
| 366 CES/CELL | 1 | 0.2 |
| 374 CES | 1 | 0.2 |
| 47 CES/CEC | 1 | 0.2 |
| 482sptg/cec | 1 | 0.2 |
| 61 ABG/CE | 1 | 0.2 |
| 611 CES | 1 | 0.2 |
| 62 CES/CERR | 1 | 0.2 |
| 71st Flying Training Wing | 1 | 0.2 |
| 75th Ranger Regiment | 1 | 0.2 |
| 82nd Airborne Division | 1 | 0.2 |
| 88 ABW/CECX | 1 | 0.2 |
| 89th RSC, USAR | 1 | 0.2 |
| 8th Army Engineer | 1 | 0.2 |
| 90th RSC | 1 | 0.2 |
| 914 AW Niagara Falls ARS | 1 | 0.2 |
| 94th RSC | 1 | 0.2 |
| 96 CEG | 1 | 0.2 |
| 97 AMW/CC | 1 | 0.2 |
| Aberdeen Proving Ground | 1 | 0.2 |
| ACC | 2 | 0.4 |
| AFELM HFO-WR | 1 | 0.2 |
| AFMC | 2 | 0.4 |
| Air Force Real Estate Div. | 1 | 0.2 |
| Akizuki/ 83rd Ordnance Battali | 1 | 0.2 |

| <u>Organization</u> | <u>#</u> | <u>%</u> |
|----------------------------------|----------|----------|
| ALCOM/J4, Elmendorf AFB, AK | 1 | 0.2 |
| Ali Al Salem Air Base | 1 | 0.2 |
| Altus AFB | 2 | 0.4 |
| AMC I&SA | 1 | 0.2 |
| AMCOM | 2 | 0.4 |
| AMSTA-AR-PW | 1 | 0.2 |
| AMXIS-C | 1 | 0.2 |
| ANDREWS AFB | 1 | 0.2 |
| Anniston Army Depot | 1 | 0.2 |
| APG/USAG | 1 | 0.2 |
| Architect of the Capitol | 1 | 0.2 |
| ARL DPW | 1 | 0.2 |
| Arlington National Cemetery | 1 | 0.2 |
| Army Aviation & Missile Cmd | 1 | 0.2 |
| Army Env. Center, APG-EA | 1 | 0.2 |
| Army Research Laboratory | 1 | 0.2 |
| Army Reserve Cmd | 1 | 0.2 |
| ATC | 1 | 0.2 |
| Aviation and Missile CMD | 1 | 0.2 |
| AWC | 1 | 0.2 |
| Badger AAP | 1 | 0.2 |
| BCC | 1 | 0.2 |
| Blue Grass Army Depot, Richmond | 1 | 0.2 |
| Brooks AFB | 2 | 0.4 |
| Buckley AFB | 2 | 0.4 |
| Bureau of Prisons | 1 | 0.2 |
| CA ARNG | 1 | 0.2 |
| Camp Carroll | 1 | 0.2 |
| Camp Edwards | 1 | 0.2 |
| Camp Fuji Japan | 1 | 0.2 |
| Camp Page | 1 | 0.2 |
| Camp Pendleton | 1 | 0.2 |
| Camp Smith | 1 | 0.2 |
| Camp Zama, Japan | 1 | 0.2 |
| Cannon AFB | 1 | 0.2 |
| Cape Canaveral Air Force Station | 1 | 0.2 |
| CELRL-PM-M-R (Reserve Support) | 1 | 0.2 |
| CFAC | 1 | 0.2 |
| CNFK | 2 | 0.4 |
| Colorado Springs, CO | 1 | 0.2 |
| Commander Navy Recruiting Comd | 1 | 0.2 |
| Commander, Fleet Activities, O | 1 | 0.2 |
| Commander, U.S. Naval Forces, | 1 | 0.2 |
| Community and Family Support C | 1 | 0.2 |

| <u>Organization</u> | <u>#</u> | <u>%</u> |
|---------------------------------|----------|----------|
| COMUSNAVSO | 1 | 0.2 |
| DCAS/Child and Youth Services | 1 | 0.2 |
| DCSENG USARPAC | 1 | 0.2 |
| DECA | 2 | 0.4 |
| Defense Depot Susquehanna | 1 | 0.2 |
| Defense Energy Support Center | 2 | 0.4 |
| Defense Reutilization & Market | 1 | 0.2 |
| Defense Supply Center | 1 | 0.2 |
| Defense Threat Reduction Agency | 2 | 0.4 |
| Dept of Public Works, American | 1 | 0.2 |
| DESC-Alaska | 1 | 0.2 |
| Director of Public Works Cp Ca | 1 | 0.2 |
| Director of Public Works, Carl | 1 | 0.2 |
| Directorate of Logistics & Eng | 1 | 0.2 |
| Directorate of Public Works | 2 | 0.4 |
| DLA | 2 | 0.4 |
| DLA Support Services Pacific | 2 | 0.4 |
| DLA/DRMO-Lewis | 1 | 0.2 |
| Dobbins ARB | 2 | 0.4 |
| DoDDS Pacific | 2 | 0.4 |
| DoDEA | 1 | 0.2 |
| DOE/NNSA/TSTC | 1 | 0.2 |
| DOT | 1 | 0.2 |
| Dover AFB | 1 | 0.2 |
| Ft Irwin | 1 | 0.2 |
| Ft Monmouth | 1 | 0.2 |
| DPW, 34th SG | 1 | 0.2 |
| DPW, MOTSU | 1 | 0.2 |
| Drug Enforcement ADM. | 1 | 0.2 |
| DynCorp, CE | 1 | 0.2 |
| Edwards AFB | 1 | 0.2 |
| Eglin AFB | 1 | 0.2 |
| Eielson AFB | 2 | 0.4 |
| Eighth Army G-1 MWR | 1 | 0.2 |
| Ellsworth AFB, SD | 1 | 0.2 |
| Elmendorf AFB | 8 | 1.5 |
| EN Armament | 1 | 0.2 |
| Engineer Flight, Commander, 71 | 1 | 0.2 |
| EP&S, DRO, 19th TSC | 1 | 0.2 |
| EPA | 5 | 1.0 |
| F.E. Warren AFB | 1 | 0.2 |
| Fairchild AFB | 3 | 0.6 |
| FBIS Okinawa Bureau | 1 | 0.2 |
| Federal Highway Administration | 1 | 0.2 |

| <u>Organization</u> | <u>#</u> | <u>%</u> |
|---------------------------------|----------|----------|
| Fleet Activities Sasebo | 1 | 0.2 |
| FORSCOM | 3 | 0.6 |
| Ft AP HILL | 1 | 0.2 |
| Ft Belvoir | 1 | 0.2 |
| Ft Benning/DoD Schools | 1 | 0.2 |
| Ft Bliss | 1 | 0.2 |
| Ft Bragg | 5 | 1.0 |
| Ft Campbell | 5 | 1.0 |
| Ft Carson | 2 | 0.4 |
| Ft CHAFFEE | 1 | 0.2 |
| Ft Detrick | 3 | 0.6 |
| Ft Drum | 1 | 0.2 |
| Ft Eustis | 1 | 0.2 |
| Ft Gordon | 2 | 0.4 |
| Ft Hamilton | 1 | 0.2 |
| Ft Hood | 1 | 0.2 |
| Ft Knox | 1 | 0.2 |
| Ft Leavenworth | 2 | 0.4 |
| Ft Lee | 4 | 0.8 |
| Ft Leonard Wood | 1 | 0.2 |
| Ft Lewis | 19 | 3.6 |
| Ft McClellan | 1 | 0.2 |
| Ft McNair | 1 | 0.2 |
| Ft Meade | 3 | 0.6 |
| Ft Monroe | 1 | 0.2 |
| Ft Myer | 1 | 0.2 |
| Ft Polk | 1 | 0.2 |
| Ft Richardson | 2 | 0.4 |
| Ft Riley | 1 | 0.2 |
| Ft Rucker | 2 | 0.4 |
| Ft Sam Houston | 1 | 0.2 |
| Ft Sill | 7 | 1.3 |
| Ft Stewart | 1 | 0.2 |
| FT Story | 1 | 0.2 |
| Ft Wainwright | 3 | 0.6 |
| Ft. Bragg | 1 | 0.2 |
| G-3 Battle Sims Ctr. | 1 | 0.2 |
| G3 Range Division, Ft Knox, KY | 1 | 0.2 |
| Gen. Mitchell ARS, 440 SPTG/C | 1 | 0.2 |
| General Services Administration | 1 | 0.2 |
| Goodfellow AFB | 2 | 0.4 |
| Grand Forks AFB | 1 | 0.2 |
| Hawaii Department of Transport | 1 | 0.2 |
| Headquarters, US Marine Corps | 1 | 0.2 |

| <u>Organization</u> | <u>#</u> | <u>%</u> |
|----------------------------------|----------|----------|
| Hill AFB | 1 | 0.2 |
| Holston AAP | 2 | 0.4 |
| HQ ABTC/CECF | 1 | 0.2 |
| HQ ACC | 10 | 1.9 |
| HQ AETC | 8 | 1.5 |
| HQ AFMC | 1 | 0.2 |
| HQ AFRC | 24 | 4.6 |
| HQ AFRS | 2 | 0.4 |
| HQ AFSPC | 4 | 0.8 |
| HQ AMC | 3 | 0.6 |
| HQ USMEPCOM | 1 | 0.2 |
| HQ, US Army Pacific | 1 | 0.2 |
| HQ/DESC | 1 | 0.2 |
| HQACC/CECW | 1 | 0.2 |
| HQASC-en | 1 | 0.2 |
| HQDA Installation Services | 1 | 0.2 |
| HQs, USASA Area III | 1 | 0.2 |
| HUD | 1 | 0.2 |
| Hunter Army Airfield | 1 | 0.2 |
| Huntsville E & S Ctr. | 1 | 0.2 |
| Idaho Army National Guard | 1 | 0.2 |
| Installation Transportation Div | 1 | 0.2 |
| Iowa AAP | 3 | 0.6 |
| Joint Transportation Directorate | 1 | 0.2 |
| Kirtland AFB | 1 | 0.2 |
| Langley AFB | 6 | 1.1 |
| Laughlin AFB/ 47 CES | 1 | 0.2 |
| Letterkenny Army Depot | 2 | 0.4 |
| Little Rock AFB, AR, 314 CES | 1 | 0.2 |
| Lone Star AAP | 1 | 0.2 |
| Longhorn/Louisiana AAPs, Opera | 1 | 0.2 |
| Malmstrom AFB MT 59402 341 CE | 1 | 0.2 |
| Marine Corps Bases Japan | 1 | 0.2 |
| Maxwell AFB | 2 | 0.4 |
| McAlester AAP | 3 | 0.6 |
| MCAS Iwakuni, Japan | 1 | 0.2 |
| MCBH | 1 | 0.2 |
| McChord AFB | 3 | 0.6 |
| McConnell AFB | 2 | 0.4 |
| MDW, FMMC, DPWL, EP&S DIVISION | 2 | 0.4 |
| MEDCOM | 2 | 0.4 |
| Memphis Depot | 2 | 0.4 |
| MHAFB | 4 | 0.8 |
| Milan AAP | 1 | 0.2 |

| <u>Organization</u> | <u>#</u> | <u>%</u> |
|--------------------------------|----------|----------|
| MILGP Bolivia | 2 | 0.4 |
| Military Ocean Terminal, Sunny | 1 | 0.2 |
| Minneapolis ARS, 934 SPTG/CEC | 1 | 0.2 |
| Minot AFB | 3 | 0.6 |
| MISAWA AB, 35 CES/CECC | 1 | 0.2 |
| Moody AFB | 1 | 0.2 |
| MOTSU | 2 | 0.4 |
| Mountain Home AFB | 2 | 0.4 |
| MS Army National Guard | 2 | 0.4 |
| MT ARNG | 1 | 0.2 |
| Mt Home AIB | 1 | 0.2 |
| MTMC | 2 | 0.4 |
| Myrtle Beach AFB | 1 | 0.2 |
| NAF Misawa PWD | 1 | 0.2 |
| National Defense University | 2 | 0.4 |
| Naval Air Systems Command | 1 | 0.2 |
| Naval Hospital Okinawa | 1 | 0.2 |
| Nellis AFB | 3 | 0.6 |
| NGB-ARE | 1 | 0.2 |
| NRD SEATTLE | 1 | 0.2 |
| NSWCCSS Panama City | 1 | 0.2 |
| NWD | 1 | 0.2 |
| OCAR | 1 | 0.2 |
| Office of the Surgeon General | 1 | 0.2 |
| Offutt AFB | 2 | 0.4 |
| OSD/C3I | 1 | 0.2 |
| PACAF | 4 | 0.8 |
| Pacific Air Forces/Civil Eng | 1 | 0.2 |
| Patrick AFB | 1 | 0.2 |
| Peterson AFB | 2 | 0.4 |
| Picatinny Arsenal | 1 | 0.2 |
| Pine Bluff Arsenal | 2 | 0.4 |
| PM Non-Stockpile Chemical Mate | 1 | 0.2 |
| Pope AFB | 2 | 0.4 |
| Portland IAP (ANG) | 1 | 0.2 |
| PTA | 1 | 0.2 |
| Public Works | 1 | 0.2 |
| Public Works Business Center | 1 | 0.2 |
| Pueblo Chemical Depot | 5 | 1.0 |
| PWBC | 1 | 0.2 |
| Ramstein AB | 1 | 0.2 |
| Raven Rock | 1 | 0.2 |
| Readiness Business Center | 1 | 0.2 |
| REDSTONE ARSENAL | 1 | 0.2 |

| <u>Organization</u> | <u>#</u> | <u>%</u> |
|---------------------------------|----------|----------|
| Redstone Arsenal/FBI HDS | 1 | 0.2 |
| RFAAP/Operations | 1 | 0.2 |
| Robins AFB | 2 | 0.4 |
| SAF/IEIR | 1 | 0.2 |
| Schofield Barracks/DPW | 1 | 0.2 |
| Schriever AFB | 3 | 0.6 |
| Scott AFB | 2 | 0.4 |
| Scranton AAP | 1 | 0.2 |
| Seneca Army Depot | 1 | 0.2 |
| Seymour Johnson AFB | 3 | 0.6 |
| Shaw AFB | 3 | 0.6 |
| Sheppard AFB | 3 | 0.6 |
| SOUTHDIVNAVFACENGCOM | 1 | 0.2 |
| State of Hawaii, Department of | 2 | 0.4 |
| Stratford Army Engine Plant | 2 | 0.4 |
| Third US Army/CFLCC C7 Engineer | 1 | 0.2 |
| Tinker AFB | 1 | 0.2 |
| Tobyhanna Army Depot | 3 | 0.6 |
| Torii Station, 10th ASG | 1 | 0.2 |
| TRADOC | 1 | 0.2 |
| Tripler Army Medical Center | 1 | 0.2 |
| U. S. General Accounting Office | 1 | 0.2 |
| U. S. Holocaust Memorial Museum | 1 | 0.2 |
| U.S. Army Environmental Center | 1 | 0.2 |
| U.S. Dept. of Defense Special | 1 | 0.2 |
| U.S. Navy PWC Yokosuka | 1 | 0.2 |
| US Air Force Reserve Recruiting | 1 | 0.2 |
| US Army Engineer District, Mob | 1 | 0.2 |
| US Army Signal Cmd | 3 | 0.6 |
| US Army, HFPA | 7 | 1.3 |
| US Embassy Lima - NAS | 1 | 0.2 |
| US Embassy San Jose, Costa Rica | 1 | 0.2 |
| US Military Academy/DHPW | 1 | 0.2 |
| USACE Far East District | 1 | 0.2 |
| USACE North Atlantic Division | 1 | 0.2 |
| USACE Tulsa District | 1 | 0.2 |
| USACFSC | 1 | 0.2 |
| USAF - 16TH CIVIL ENGINEERS | 1 | 0.2 |
| USAF HFO-ER | 3 | 0.6 |
| USAF, 510 CES/CEC | 1 | 0.2 |
| USAFE Civil Engineer | 1 | 0.2 |
| USAG-HI, DCA | 1 | 0.2 |
| USAKA/RTS | 1 | 0.2 |
| USAMC I&SA | 1 | 0.2 |

| <u>Organization</u> | <u>#</u> | <u>%</u> |
|---------------------------------|----------|----------|
| USASOC | 1 | 0.2 |
| USDOL | 1 | 0.2 |
| USMAAG-PE | 1 | 0.2 |
| USMILGP Honduras | 1 | 0.2 |
| Vance AFB | 3 | 0.6 |
| Volunteer AAP | 1 | 0.2 |
| Washington Air Nat'l Guard | 1 | 0.2 |
| Washington State Military Dept. | 1 | 0.2 |
| Watervliet Arsenal | 1 | 0.2 |
| WRAMC | 1 | 0.2 |
| Wright Patterson AFB | 5 | 1.0 |
| Yakima Training Center | 2 | 0.4 |
| Yokota AB | 1 | 0.2 |
| Yongsan/ 8th Army Engineer | 1 | 0.2 |
| YTC | 2 | 0.4 |
| Total | 523 | 100.0 |

APPENDIX C

Table C-1: General Satisfaction Measures – Details

| | Very Low | | Low | | Mid-range | | High | | Very High | | Total | |
|-------------------------------|----------|-----|-----|------|-----------|------|------|------|-----------|------|-------|-------|
| General Services Items | # | % | # | % | # | % | # | % | # | % | # | % |
| 1 Seeks Your Requirements | 4 | 0.8 | 28 | 5.6 | 65 | 12.9 | 186 | 37.1 | 219 | 43.6 | 502 | 100.0 |
| 2 Manages Effectively | 8 | 1.6 | 27 | 5.3 | 93 | 18.3 | 180 | 35.5 | 199 | 39.3 | 507 | 100.0 |
| 3 Treats You as a Team Member | 5 | 1.0 | 12 | 2.3 | 57 | 11.1 | 154 | 30.0 | 285 | 55.6 | 513 | 100.0 |
| 4 Resolves Your Concerns | 12 | 2.3 | 35 | 6.8 | 78 | 15.2 | 193 | 37.5 | 196 | 38.1 | 514 | 100.0 |
| 5 Timely Service | 17 | 3.3 | 39 | 7.6 | 103 | 20.0 | 182 | 35.3 | 174 | 33.8 | 515 | 100.0 |
| 6 Quality Product | 5 | 1.0 | 29 | 5.7 | 77 | 15.2 | 200 | 39.6 | 194 | 38.4 | 505 | 100.0 |
| 7 Reasonable Costs | 18 | 3.8 | 50 | 10.5 | 147 | 30.8 | 156 | 32.7 | 106 | 22.2 | 477 | 100.0 |
| 8 Displays Flexibility | 6 | 1.2 | 22 | 4.3 | 75 | 14.7 | 192 | 37.6 | 216 | 42.3 | 511 | 100.0 |
| 9 Keeps You Informed | 10 | 2.0 | 34 | 6.7 | 73 | 14.3 | 166 | 32.5 | 227 | 44.5 | 510 | 100.0 |
| 10 Your Future Choice | 16 | 3.2 | 36 | 7.2 | 79 | 15.9 | 144 | 28.9 | 223 | 44.8 | 498 | 100.0 |
| 11 Overall Satisfaction | 7 | 1.4 | 35 | 6.8 | 76 | 14.8 | 195 | 37.9 | 201 | 39.1 | 514 | 100.0 |

Table C-2: Specific Services Items– Details

| | Very Low | | Low | | Mid-range | | High | | Very High | | Total | |
|------------------------------|----------|-----|-----|------|-----------|------|------|------|-----------|------|-------|-------|
| Specific Services Items | # | % | # | % | # | % | # | % | # | % | # | % |
| 12. Planning | 4 | 2.1 | 12 | 6.2 | 48 | 24.9 | 63 | 32.6 | 66 | 34.2 | 193 | 100.0 |
| 13. Studies | 4 | 1.4 | 18 | 6.1 | 57 | 19.4 | 114 | 38.8 | 101 | 34.4 | 294 | 100.0 |
| 14. Environmental Studies | 2 | 1.0 | 14 | 7.1 | 44 | 22.2 | 65 | 32.8 | 73 | 36.9 | 198 | 100.0 |
| 15. Environmental Compliance | 3 | 1.7 | 8 | 4.4 | 30 | 16.6 | 64 | 35.4 | 76 | 42.0 | 181 | 100.0 |
| 16. BRAC | 2 | 2.5 | 7 | 8.9 | 9 | 11.4 | 30 | 38.0 | 31 | 39.2 | 79 | 100.0 |
| 17. Real Estate | 4 | 2.0 | 12 | 6.1 | 40 | 20.2 | 74 | 37.4 | 68 | 34.3 | 198 | 100.0 |
| 18. Project Management | 6 | 1.4 | 18 | 4.3 | 84 | 19.9 | 147 | 34.8 | 167 | 39.6 | 422 | 100.0 |
| 19. Project Documentation | 2 | 0.7 | 16 | 5.9 | 45 | 16.5 | 95 | 34.8 | 115 | 42.1 | 273 | 100.0 |
| 20. Funds Management | 7 | 2.0 | 30 | 8.4 | 86 | 24.0 | 110 | 30.7 | 125 | 34.9 | 358 | 100.0 |
| 21. A/E Contracts | 7 | 2.1 | 19 | 5.8 | 58 | 17.8 | 146 | 44.8 | 96 | 29.4 | 326 | 100.0 |
| 22. Engineering Design | 8 | 2.4 | 26 | 7.9 | 91 | 27.7 | 123 | 37.4 | 81 | 24.6 | 329 | 100.0 |
| 23. Job Order Contracts | 2 | 1.2 | 10 | 5.9 | 38 | 22.5 | 58 | 34.3 | 61 | 36.1 | 169 | 100.0 |
| 24. Construction Quality | 8 | 2.1 | 16 | 4.2 | 85 | 22.1 | 152 | 39.6 | 123 | 32.0 | 384 | 100.0 |
| 25. Timely Construction | 23 | 6.0 | 40 | 10.4 | 90 | 23.4 | 123 | 31.9 | 109 | 28.3 | 385 | 100.0 |
| 26. Construction Turnover | 11 | 3.4 | 34 | 10.4 | 74 | 22.7 | 130 | 39.9 | 77 | 23.6 | 326 | 100.0 |
| 27. Warranty Support | 18 | 6.0 | 19 | 6.3 | 69 | 22.9 | 133 | 44.2 | 62 | 20.6 | 301 | 100.0 |
| 28. End-user Satisfaction | 7 | 1.9 | 13 | 3.5 | 73 | 19.6 | 168 | 45.0 | 112 | 30.0 | 373 | 100.0 |
| 29. Maintainability | 4 | 1.2 | 19 | 5.5 | 71 | 20.5 | 154 | 44.5 | 98 | 28.3 | 346 | 100.0 |
| 30. Privatization Support | 2 | 3.6 | 9 | 16.1 | 11 | 19.6 | 23 | 41.1 | 11 | 19.6 | 56 | 100.0 |
| 31. IS Checkbook | 1 | 1.3 | 11 | 14.1 | 9 | 11.5 | 31 | 39.7 | 26 | 33.3 | 78 | 100.0 |
| 32. PM Forward | 8 | 5.4 | 9 | 6.0 | 17 | 11.4 | 42 | 28.2 | 73 | 49.0 | 149 | 100.0 |

Table C-3: Comparison of Mean Satisfaction Scores for AF vs Army vs Other FY01

| Survey Items | Air Force | | Army | | Other | | Total | |
|---------------------------|-----------|-----|------|-----|-------|----|-------|-----|
| | Mean | N | Mean | N | Mean | N | Mean | N |
| S1 Seeks Cust Reqts | 4.12 | 197 | 4.18 | 217 | 4.27 | 88 | 4.17 | 502 |
| S2 Manages Effectively | 4.03 | 198 | 4.08 | 220 | 4.07 | 89 | 4.06 | 507 |
| S3 Treats Cust as Team | 4.30 | 200 | 4.39 | 223 | 4.47 | 90 | 4.37 | 513 |
| S4 Resolves Cust Concerns | 4.01 | 198 | 3.99 | 225 | 4.15 | 91 | 4.02 | 514 |
| S5 Timely Service | 3.90 | 199 | 3.84 | 225 | 3.96 | 91 | 3.89 | 515 |
| S6 Quality Product | 3.98 | 197 | 4.10 | 222 | 4.29 | 86 | 4.09 | 505 |
| S7 Reasonable Cost | 3.64 | 184 | 3.47 | 215 | 3.82 | 78 | 3.59 | 477 |
| S8 Flexibility | 4.12 | 198 | 4.18 | 222 | 4.18 | 91 | 4.15 | 511 |
| S9 Informs Cust | 4.04 | 198 | 4.14 | 221 | 4.20 | 91 | 4.11 | 510 |
| S10 Future Choice | 3.95 | 193 | 4.07 | 218 | 4.22 | 87 | 4.05 | 498 |
| S11 Overall Satisfaction | 4.00 | 203 | 4.07 | 222 | 4.20 | 89 | 4.07 | 514 |
| S12 Planning | 3.76 | 51 | 3.91 | 109 | 4.12 | 33 | 3.91 | 193 |
| S13 Studies | 4.02 | 100 | 3.91 | 144 | 4.14 | 50 | 3.99 | 294 |
| S14 Env Studies | 3.88 | 48 | 4.04 | 114 | 3.89 | 36 | 3.97 | 198 |
| S15 Env Compliance | 3.98 | 46 | 4.18 | 107 | 4.11 | 28 | 4.12 | 181 |
| S16 BRAC | 4.33 | 15 | 3.94 | 54 | 4.00 | 10 | 4.03 | 79 |
| S17 Real Estate | 3.83 | 72 | 4.01 | 106 | 4.15 | 20 | 3.96 | 198 |
| S18 Proj Mgmt | 4.04 | 171 | 4.07 | 178 | 4.12 | 73 | 4.07 | 422 |
| S19 Proj Doc's | 4.14 | 94 | 4.11 | 128 | 4.10 | 51 | 4.12 | 273 |
| S20 Funds Mgmt | 3.85 | 149 | 3.83 | 151 | 4.10 | 58 | 3.88 | 358 |
| S21 A/E Contracts | 3.90 | 126 | 3.89 | 143 | 4.14 | 57 | 3.94 | 326 |
| S22 Eng Design | 3.52 | 117 | 3.80 | 153 | 4.02 | 59 | 3.74 | 329 |
| S23 Job Order Contracts | 4.10 | 51 | 3.84 | 77 | 4.10 | 41 | 3.98 | 169 |
| S24 Construct Quality | 3.90 | 157 | 3.90 | 164 | 4.24 | 63 | 3.95 | 384 |
| S25 Timely Construct | 3.48 | 161 | 3.72 | 162 | 3.97 | 62 | 3.66 | 385 |
| S26 Construct Turnover | 3.47 | 131 | 3.81 | 145 | 3.98 | 50 | 3.70 | 326 |
| S27 Warranty | 3.69 | 119 | 3.59 | 135 | 3.85 | 47 | 3.67 | 301 |
| S28 End-user Satisfaction | 3.96 | 155 | 3.92 | 161 | 4.19 | 57 | 3.98 | 373 |
| S29 Maintainability | 4.00 | 151 | 3.84 | 148 | 4.00 | 47 | 3.93 | 346 |
| S30 Privatization Support | 3.91 | 11 | 3.51 | 39 | 3.33 | 6 | 3.57 | 56 |
| S31 IS Checkbook Services | 3.91 | 11 | 3.90 | 60 | 3.86 | 7 | 3.90 | 78 |
| S32 PM Forward | 4.29 | 45 | 3.99 | 87 | 4.12 | 17 | 4.09 | 149 |

Table C-4: FY01 Customer Ratings by Work Category –

| Survey Items | WORK CATEGORY | | | | | | | | | | | |
|---------------------------|---------------|-----|---------------|----|------|----|-------|----|-------------|----|-------|-----|
| | Construction | | Environmental | | O&M | | Other | | Real Estate | | Total | |
| | Mean | N | Mean | N | Mean | N | Mean | N | Mean | N | Mean | N |
| S1 Seeks Cust Reqts | 4.16 | 268 | 4.42 | 97 | 3.79 | 24 | 4.04 | 81 | 4.12 | 32 | 4.17 | 502 |
| S2 Manages Effectively | 3.99 | 274 | 4.39 | 96 | 3.72 | 25 | 3.94 | 83 | 4.24 | 29 | 4.06 | 507 |
| S3 Treats Cust as Team | 4.38 | 273 | 4.57 | 98 | 4.04 | 26 | 4.17 | 84 | 4.44 | 32 | 4.37 | 513 |
| S4 Resolves Cust Concerns | 3.97 | 273 | 4.38 | 98 | 3.50 | 26 | 3.86 | 85 | 4.25 | 32 | 4.02 | 514 |
| S5 Timely Service | 3.81 | 274 | 4.27 | 98 | 3.38 | 26 | 3.80 | 85 | 4.03 | 32 | 3.89 | 515 |
| S6 Quality Product | 4.04 | 272 | 4.43 | 96 | 3.80 | 25 | 3.86 | 80 | 4.28 | 32 | 4.09 | 505 |
| S7 Reasonable Cost | 3.50 | 262 | 3.99 | 92 | 3.28 | 25 | 3.48 | 81 | 3.88 | 17 | 3.59 | 477 |
| S8 Flexibility | 4.13 | 274 | 4.44 | 96 | 3.79 | 24 | 3.98 | 85 | 4.28 | 32 | 4.15 | 511 |
| S9 Informs Cust | 4.10 | 272 | 4.29 | 96 | 3.73 | 26 | 3.98 | 84 | 4.28 | 32 | 4.11 | 510 |
| S18 Proj Mgmt | 4.06 | 246 | 4.35 | 80 | 3.61 | 23 | 3.92 | 64 | 4.11 | 9 | 4.07 | 422 |
| S20 Funds Mgmt | 3.90 | 203 | 4.20 | 71 | 3.89 | 18 | 3.51 | 57 | 3.44 | 9 | 3.88 | 358 |
| S10 Future Choice | 4.00 | 264 | 4.40 | 95 | 3.42 | 26 | 3.88 | 86 | 4.44 | 27 | 4.05 | 498 |
| S11 Overall Satisfaction | 4.03 | 272 | 4.38 | 97 | 3.50 | 26 | 3.95 | 86 | 4.21 | 33 | 4.07 | 514 |

Table C-5: 1995-01 Responses by Division & Survey Year

| Division | Survey Yr | | | | | | | |
|----------|-----------|------|------|------|------|------|------|-------|
| | 1995 | 1996 | 1997 | 1998 | 1999 | 2000 | 2001 | Total |
| LRD | 17 | 35 | 57 | 25 | 57 | 25 | 19 | 235 |
| MVD | 0 | 0 | 0 | 0 | 5 | 0 | 0 | 5 |
| NAD | 74 | 99 | 178 | 161 | 154 | 119 | 75 | 860 |
| NWD | 121 | 58 | 104 | 108 | 124 | 150 | 162 | 827 |
| POD | 47 | 56 | 79 | 98 | 109 | 84 | 92 | 565 |
| SAD | 65 | 58 | 87 | 78 | 95 | 75 | 90 | 548 |
| SPD | 35 | 26 | 47 | 58 | 69 | 72 | 15 | 322 |
| SWD | 52 | 32 | 55 | 54 | 72 | 48 | 50 | 363 |
| HQ | 79 | 88 | 119 | 81 | 53 | 14 | 5 | 439 |
| TAC | 0 | 5 | 0 | 32 | 7 | 4 | 15 | 63 |
| Total | 490 | 457 | 726 | 695 | 745 | 591 | 523 | 4227 |

Table C-6: 1995-01 Responses by District & Survey Year

| District | Survey Yr | | | | | | | Total |
|----------|-----------|------|------|------|------|------|------|-------|
| | 1995 | 1996 | 1997 | 1998 | 1999 | 2000 | 2001 | |
| LRL | 17 | 35 | 57 | 25 | 57 | 25 | 19 | 235 |
| MVR | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 1 |
| MVP | 0 | 0 | 0 | 0 | 4 | 0 | 0 | 4 |
| NAB | 43 | 30 | 36 | 52 | 30 | 20 | 32 | 243 |
| NAN | 15 | 19 | 17 | 13 | 15 | 20 | 16 | 115 |
| NAO | 3 | 31 | 35 | 34 | 38 | 37 | 18 | 196 |
| NAP | 0 | 5 | 5 | 9 | 1 | 1 | 0 | 21 |
| NAE | 0 | 0 | 0 | 0 | 0 | 1 | 6 | 7 |
| NAU | 13 | 14 | 85 | 53 | 70 | 40 | 3 | 278 |
| NWK | 9 | 18 | 17 | 4 | 14 | 6 | 10 | 78 |
| NWO | 50 | 20 | 26 | 23 | 26 | 67 | 68 | 280 |
| NWS | 62 | 20 | 61 | 81 | 84 | 77 | 84 | 469 |
| POA | 0 | 19 | 22 | 32 | 18 | 9 | 32 | 132 |
| POF | 0 | 4 | 17 | 13 | 32 | 12 | 19 | 97 |
| POH | 17 | 11 | 15 | 20 | 27 | 36 | 17 | 143 |
| POJ | 30 | 22 | 25 | 33 | 32 | 27 | 24 | 193 |
| SAM | 51 | 43 | 38 | 37 | 47 | 47 | 50 | 313 |
| SAS | 14 | 15 | 49 | 41 | 48 | 28 | 40 | 235 |
| SPA | 7 | 2 | 20 | 15 | 17 | 14 | 3 | 78 |
| SPL | 8 | 8 | 15 | 21 | 18 | 26 | 9 | 105 |
| SPK | 20 | 0 | 12 | 22 | 34 | 32 | 3 | 123 |
| SPN | 0 | 16 | 0 | 0 | 0 | 0 | 0 | 16 |
| SWF | 22 | 15 | 30 | 36 | 47 | 28 | 13 | 191 |
| SWL | 8 | 6 | 13 | 9 | 10 | 11 | 9 | 66 |
| SWT | 22 | 11 | 12 | 9 | 15 | 9 | 28 | 106 |
| Total | 411 | 364 | 607 | 582 | 685 | 573 | 503 | 3725 |